



Agenda for a meeting of the Executive to be held on Tuesday, 20 September 2016 at 10.30 am in Committee Room 1 - City Hall, Bradford

Members of the Executive – Councillors

LABOUR
Hinchcliffe (Chair)
V Slater
I Khan
Ross-Shaw
Ferriby
Jabar

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

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To:



A. PROCEDURAL ITEMS

1. 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.*

2. MINUTES

Recommended –

That the minutes of the meeting held on 19 July 2016 be signed as a correct record (previously circulated).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

3. 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.

(Jill Bell / Yusuf Patel - 01274 434580 434579)

4. **RECOMMENDATIONS TO THE EXECUTIVE**

To note any recommendations to the Executive that may be the subject of report to a future meeting. (Schedule to be tabled at the meeting).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

B. STRATEGIC ITEMS

<p style="text-align: center;">LEADER OF COUNCIL & CORPORATE</p>

<p style="text-align: center;"><i>(Councillor Hinchcliffe)</i></p>
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5. **COUNCIL PLAN, 2016-2020**

1 - 32

The Chief Executive will submit a report (**Document “O”**) which presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.

Recommended –

- (1) **That Executive approve the Council Plan 2016-2020 and recommend it to full Council for adoption.**
- (2) **That Executive approve the behaviours embedded in the Plan.**
- (3) **That officers are asked to develop Delivery Plans to ensure the commitments made in the Council Plan are undertaken and the impacts on the people of the district are assessed.**

Overview and Scrutiny Committee: Corporate

(Sam Plum - 01274 432682)



6. BRADFORD COUNCIL'S NEW EQUALITIES OBJECTIVES

33 - 46

The Assistant Director Policy, Programmes and Change will submit a report (**Document "P"**) which sets out Bradford Council's proposed new equality objectives for 2016-2020. They focus on a few meaningful and challenging equality issues on which the Council will report progress, on an annual basis.

Recommended –

- (1) **That members of Executive are recommended to approve the new equality objectives as set out in Appendix 1 to Document "P".**
- (2) **That Strategic Directors are requested to ensure that the equality objectives are embedded in to the Council Plan delivery plans.**
- (3) **That the Portfolio Holder for Neighbourhoods and Community Safety will oversee delivery against the Objectives**

Overview and Scrutiny Committee: Corporate

(Kathryn Jones - 01274 433664)

7. GREAT EXHIBITION OF THE NORTH

47 - 54

The Department of Culture, Media and Sport (DCMS) launched a competition in mid April 2016 to find a venue to host the Great Exhibition of the North. The Exhibition should run for a minimum of two months in Summer 2018 to celebrate great art, design and culture of the North of England.

Bradford Council has facilitated the preparation of a bid on behalf of the District which comprises an ambitious, innovative and compelling programme to draw visitors from around the country and overseas to participate in a once in a lifetime experience. Key partners are the National Media Museum and the University of Bradford.

The Strategic Director Regeneration will submit a report (**Document "Q"**) which outlines that Bradford's bid is one of four shortlisted bids, as such hosted a visit from DCMS and a member of the Exhibition Board in late August. The final stage is an interview on 9th September. The outcome will be known by the end of October.

Recommended –

- (1) **That Bradford's bid to host the Great Exhibition of the North is endorsed by the Executive and if successful the Chief Executive can enter into a contract with DCMS in consultation with the Leader and the Director of Finance.**



- (2) **If unsuccessful, to enter into discussions with the winning place to host satellite events in Bradford as part of the Great Exhibition and to seek to secure legacy funds from DCMS to implement elements of our bid.**

Overview and Scrutiny Committee: Regeneration and Economy

(Shelagh O'Neill - 01274 432076)

8. EU REFERENDUM RESPONSE PLAN

55 - 64

The Assistant Director Policy, Programmes and Change will submit a report (**Document "R"**) which sets out the Council's approach to identifying the implications of the EU referendum vote, and the proposed plan for action.

Recommended –

To approve the Council's approach to identifying risks and opportunities and the proposed plan for action set out in Document "R".

Overview and Scrutiny Committee: Corporate

(John O'Hare - 01274 438973)

C. PORTFOLIO ITEMS

HEALTH & WELLBEING PORTFOLIO & DEPUTY LEADER

(Councillor Val Slater)

9. OUTCOME OF CONSULTATION ON THE PROPOSED CHANGE TO BRADFORD COUNCIL'S CONTRIBUTIONS POLICY FOR NON-RESIDENTIAL SERVICES

65 - 90

From 1st April 2015 statutory guidance on charging for care and support under the Care Act is provided in The Care and Support (Charging and Assessment of Resources) Regulations 2014. The new law for adult care and support sets out a clearer and fair approach to charging and financial assessments with one of the drivers of the Care Act 2014 being the portability of care and financial assessments; this would be better achieved if Bradford was to adopt the standard alternative that is used by the surrounding Local Authorities of Leeds, Kirklees, Calderdale, Wakefield and the majority of Local Authorities in England

Prior to any changes being made to the Policy, the Council is required to carry out a formal consultation on the proposed change and this report details



the outcome of that consultation.

The report of the Interim Strategic Director Adult and Community Services (**Document “S”**) also suggests that consideration should be given to including charges for the Shared Lives Scheme in the Contributions Policy. It also suggests introducing charges for other services not currently charged for under the Policy.

No changes will be made to service users contributions until a full reassessment has been carried out.

Recommended –

That the Executive approves Option 2 detailed in Document “S” which will include an Appeals process where consideration will be given to transitional arrangements for those most adversely affected.

Overview and Scrutiny Committee – Health and Social Care

(Bev Tyson - 01274 43124)

10. UPDATE TO COUNCIL EXECUTIVE ON THE PROGRESS AND DEVELOPMENT OF THE 9 POINT STRATEGIC RESPONSE TO CSE

91 - 156

The Strategic Director Children's Services will submit a report (**Document “T”**) which provides an update to the report presented to the Council Executive on 13th January 2015 and subsequently to the District's Area Committees regarding the issue of child sexual exploitation (CSE). It particularly focuses on the 9 Point Strategic Response to CSE and how it is used by BSCB and partners in work to drive improvements across the District's safeguarding partnership and to hold agencies to account for their work in this area.

Recommended –

- (1) The Executive is invited to endorse the revised 9 Point Strategic Response to CSE both in respect of identified priorities and methodology.**
- (2) The Executive shall receive a further update on the progress of the 9 Point strategic Response to CSE in 12 months time.**

Overview and Scrutiny Committee: Children's Services

(Paul Hill - 01274 434361)



REGENERATION, PLANNING & TRANSPORT PORTFOLIO

(Councillor Ross-Shaw)

11. IMPROVEMENT LINE REVIEW FOR HIGHWAY SCHEMES 2016.

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The Strategic Director Regeneration will submit a report (**Document “U”**) which presents the findings of a desktop review of highway improvement lines protected for highway purposes to recommend retention of existing declared lines, changes to declared lines or revocation of lines for schemes which are no longer considered deliverable within a reasonable timescale or have been completed.

The report also recommends the declaration of a number of new highway improvement lines for projects to be delivered by the West Yorkshire Local Transport Plan 2011-2026 and the West Yorkshire+ Transport Fund together with other strategic plans.

Recommended –

That the Executive is asked to approve:

1. as per attached Schedule A those HILs for which the declared alignment should continue to be protected.
2. As per attached Schedule B those schemes for which the Highway Improvement Line will be protected subject to the following modifications:
 - (i) Item B1 – Tong Street replace previous HIL alignment (shown on drawing N/24315/4D and replace with drawing TDG/THS/102579/LA1 to LA3.
 - (ii) Item B2 – Harrogate Road / New Line junction improvement shown on drawing TF/61/2351/5 and replace with drawing R/PTH/MH/103196/LA-19A.
3. As per attached Schedule C those schemes for which the Highway Improvement Line should be revoked/discharged.
4. As per attached Schedule D approve those new highway improvement lines as follows:
 - (i) Item D1 – A650 Hard Ings Road, Keighley widening shown on drawings TDG/HDB/103197/PL-1A and TDG/HDB/103197/PL-2A.



(ii) **Item D2 – City Connect 2, Canal Road, Bradford shown on drawings TDG/HDA/103116/IL-1A to TDG/HDA/103116/IL-8A (inclusive)**

5. **That a further review of Highway Improvement Lines is undertaken following the adoption of the Local Plan with any modifications to existing lines, or new lines to be declared, being presented to Executive.**

Overview and Scrutiny Committee: Environment and Waste Management

(Richard Gelder - 01274 437603)

12. CITYCONNECT 2 - BRADFORD CANAL ROAD CORRIDOR SCHEME

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The CityConnect 2 – Bradford Canal Road Corridor scheme is one element of the West Yorkshire wide CityConnect 2 programme designed to provide a segregated cycle super highway between Bradford and Shipley it will build on the success of the Bradford to Leeds Cycle Super Highway opened in June of this year.

The construction cost of this scheme is estimated to be £2.508m which will be funded from a proportion of the £22m Department for Transport Cycle City Ambition Grant together with a local contribution from the West Yorkshire Combined Authority; its delivery does not require any financial capital contribution from Bradford Council.

The Strategic Director Regeneration will submit a report (**Document “V”**) which describes to Executive how the scheme design has been amended based on the findings of the recent consultation exercise and it seeks Executive’s approval to the principles of the scheme design. The report further seeks approval to the implementation and delivery of the scheme.

Recommended –

- (1) **That note is taken of the consultation exercise into proposals for the Bradford Canal Road Corridor Scheme, as reported in detail in Annex 1, and the subsequent changes made to the proposals, as shown in Annex 3.**
- (2) **That approval is given to the principles of the Bradford Canal Road Corridor Scheme, which includes the changes following the consultation, as shown on the plan in Annex 3.**
- (3) **That authority is delegated to the Strategic Director Regeneration in consultation with the Portfolio Holder to:**
 - a) **Progress and approve the detail design of the scheme.**
 - b) **Approve the processing and advertising of any Traffic Regulation Order or other legal process linked to traffic**



- calming measure, pedestrian and cycle crossings, and converting footways to cycle tracks;
- c) Approve implementation of the works.
 - d) Enter into a Dedication Agreement or accept a Dedication as highways land of any land which will form part of the Bradford Canal Road Corridor Scheme which is not within the existing highway boundary.
- (4) That any valid objections to the advertised Traffic Regulation Orders, traffic calming, crossing facilities and cycle tracks be submitted to the Executive and the Bradford East Committees for consideration or in the event of there being no valid objects the Traffic Regulation Orders be sealed and implemented and the traffic calming, crossing facilities and cycle tracks be implemented as advertised.

Overview and Scrutiny: Environment and Waste Management

(Richard Gelder – 01274 437603)

13. EXCLUSION OF THE PUBLIC

The Executive is asked to consider whether the item relating to Changes to the Senior Management Structure should be considered in the absence of the public and, if so, to approve the following recommendation:

That the public be excluded from the meeting during consideration of the item relating to the Senior Management Structure on the grounds that if they were present, exempt information within paragraphs 1 (Information relating to an Individual) 2 (Information identifying an Individual) and 4 (Labour Relations, Consultations or Negotiations) of Schedule 12 A of the Local Government Act 1972 (as amended) and that the public interest in applying this exemption outweighs the public interest in disclosing the information.

(Michelle Moverley – 01274 437883)

14. PROPOSALS FOR CHANGES TO THE SENIOR MANAGEMENT STRUCTURE OF THE COUNCIL

The Chief Executive will submit a report (**NOT FOR PUBLICATION Document “W”**) which outlines the proposed structure to implement the senior management review and the 2015/16 and 2016/17 budget savings affecting JNC Chief Officers.

Recommended –

That the recommendations contained in Not for Publication Document “W” be approved.

Overview and Scrutiny Committee : Corporate

(Michelle Moverley – 01274 437883)



15. MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY

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To receive the minutes of the meeting of the West Yorkshire Combined Authority Annual Meeting held on 23 June 2016 (**Document "X"** attached).

(Angie Shearon – West Yorkshire Combined Authority)

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



Report of the Chief Executive to the meeting of Executive to be held on Tuesday 20 September 2016.

O

Subject:

Council Plan, 2016-2020

Summary statement:

This report presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.

Kersten England
Chief Executive

Portfolio:

Corporate

Report Contact: Sam Plum
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E-mail:

samantha.plum@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.
- 1.2 The Council Plan outlines what the Council will focus on over the next four years, working in partnership and delivering directly. Its primary audience is council staff and elected members.

2. BACKGROUND

- 2.1 A one year Corporate Plan was agreed for 2013/14 on the basis that it captured the 'as is' position of the Council at that time, and that it would be reviewed once further transformation planning was complete. Since then there has been no corporate plan in place.
- 2.2 In June 2016 the Bradford District Plan was signed off by the Executive (and subsequently Full Council) outlining the ambitions and priorities for the district over the next four years. The Council Plan has consequently been developed to identify Bradford Council's contribution to delivering the district wide priorities.
- 2.3 The Council Plan outlines the Council's key aims, its role and critical actions over the next four years, as well as how we will measure our success. It focuses on new ways of doing things through greater working together with people and partners, how we will put people in charge of their own lives, and ensure fairness and make every pound count. This will enable the Council to concentrate on achieving its priority outcomes at a time of reducing budgets and increasing costs and demand.
- 2.4 The Council Plan has been written as a means of communicating our ambitions, role and actions to all council staff and Elected Members. It has been developed by the Corporate Management Team (CMT) in a collaborative manner, including through discussions with staff. It also incorporates work to outline behaviours that the Council looks for in its staff.
- 2.5 Discussions will continue on how our agreed outcomes can best be secured. However specific proposals for action and delivery over the next two years will be subject to budget consultation and subsequently budget setting from November 2016 to February 2017.

3. OTHER CONSIDERATIONS

- 3.1 The Council Plan is presented at Appendix 1 and is designed as part of a suite of documents with the District Plan, as a means of setting out the Council's role and focus at a time of significant change across the public sector.



3.2 The Council Plan is presented as follows:

- a) Opening – foreword from the Leader of the Council, and the Council’s Chief Executive.
- b) Six chapters which outline our priorities, mirroring the priorities in the District Plan. These are:
 - Better skills, more good jobs and a growing economy
 - A great start and good schools for all our children
 - Better health, better lives
 - Safe clean and active communities
 - Decent homes that people can afford to live in
 - A well run Council, using all our resources to deliver our priorities
- c) Each of the six chapters outlines:
 - Our ambition and role for the next four years.
 - The steps we are going to take to achieve these are highlighted through actions to be taken over the next two years.
 - Our success measures to indicate how we know we are achieving the ambition, drawing on the measures set out in the District Plan.
 - Where to go for further information.
 - Case studies and quotes to bring the Plan to life.
- d) The final page sets out how staff behaviours will contribute to the delivery of the Plan.

3.3 Following approval by Executive the Council Plan will be presented to full Council on 18 October 2016 for adoption.

3.4 The detail and ethos of the Council Plan will be communicated through a range of different means after adoption by full Council. These will include materials developed to make the Council Plan feel accessible and relevant to all the Council’s staff. A plan on a page, slideshow and posters will be delivered, along with on going promotion through internal communications networks – team briefings, Bradnet, Yammer, Managers’ Express, and Pride@Work. A communications plan has been developed to reflect and manage the above activities in order to ensure full staff engagement. It will also help to make the links for staff between the Council Plan and the budget setting process. The member newsletter will also assist in communicating key messages to Elected Members.

3.5 Delivery of the Plan will be monitored and managed through the Council’s performance framework, including the Council and District Dashboards. Delivery Plans will be developed for each outcome, which will provide a link to individual staff contributions to delivery, to be embedded in staff reviews.

4. FINANCIAL & RESOURCE APPRAISAL

The Council Plan will bring about a greater degree of collaboration and co-production across the Council resulting in an improved ability to deliver efficiencies and sustainable use of resources. Contributions to it will be within the constraints of available financial and other resources.



5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The absence of a Council Plan would restrict the Council's ability to deliver our priorities, jeopardising budget savings and limiting opportunity to transform the district.

6. LEGAL APPRAISAL

Implementation of the Bradford Council Plan will have legal implications, in specific areas such as environmental law, employment law, social care law and procurement, in addition to public law issues, involving statutory powers and duties such as those under the Equality Act 2010. Legal support and guidance will be provided as required to support the plan's implementation.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

As one of the Council's values, equality (and therefore inequality) is at the heart of the work we progress. As decisions are made going forward on areas of work to prioritise impacts on the people of the district will be undertaken as an integral part of the process. Where disproportionate impacts are identified mitigations will be implemented where possible. This work will be reported on through the equality assessment process and through statements provided in formal committee reports.

7.2 SUSTAINABILITY IMPLICATIONS

The Council Plan is forward looking and designed to be fit for the future, with the priorities set for the next four years. Environmental sustainability considerations are woven across all six priorities.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts arising from the Council Plan.

7.4 COMMUNITY SAFETY IMPLICATIONS

The development of the Council Plan has positive implications for community safety, with a key priority of the Plan being 'safe, clean and active communities'.

7.5 HUMAN RIGHTS ACT

There are no human rights implications from the Council Plan.



7.6 TRADE UNION

As annual budget decisions are implemented to reflect the priorities in the Council Plan, trade unions will as always be fully consulted and involved along with their members.

7.7 WARD IMPLICATIONS

The Council Plan has been set out to cover the whole district and as such does not have direct implications on some wards over others.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

10.1 The Executive approve the Council Plan 2016-2020 and recommend it to full Council for adoption.

10.2 The Executive approve the behaviours embedded in the Plan.

10.3 That officers are asked to develop Delivery Plans to ensure the commitments made in the Council Plan are undertaken and the impacts on the people of the district are assessed.

11. APPENDICES

Appendix 1 – Council Plan 2016-2020

12. BACKGROUND DOCUMENTS

District Plan 2016-2020 – <https://www.bradford.gov.uk/your-council/bradford-district-partnership/bradford-district-partnership/>

District Plan Dashboard – <https://bdp.bradford.gov.uk/district-intelligence/performance-framework/>



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Bradford Council Plan

2016 - 2020

V11 DRAFT

Leader's Foreword

We know this is a challenging time for local authorities and for communities.

But this must not dim our ambition for Bradford. Our District has a huge amount to offer - youth, strong identity, diversity and unequalled vitality. The goals outlined in this council plan set out clearly what we all need to focus on to achieve a better Bradford.

I'd like to thank our council staff for the exceptional work they do. As public servants you have our respect for the vital work you do. I know that council employees are motivated to make a positive difference to people's lives but I also know how difficult the work can be, particularly at this time. Thank you for your continued hard work making sure Bradford people are well cared for.

We've been at the sharp end of the government's austerity agenda. By 2020 the council's spending power will be half what it was in 2010. At the same time there is rising demand for services. Any organisation in that position has to radically change how it delivers services. We have to rise to that reality.

We cannot excel by acting alone. We need to be outward-looking. We need to build relationships and promote Bradford beyond our borders. Only by establishing strong partnerships will we ensure that local people continue to get the good services they need.

Bradford has growth potential still to be realised. Let's work with other partners to make sure we achieve this potential and build on the pride and affection that our district inspires.

Our history is magnificent, Bradford is powerful and together we will progress.

Chief Executive's Foreword

This plan is about all of us. It's about what we will do to create as good a quality of life as possible for the people and communities of the Bradford District. It's a plan that has been approved by councillors - the elected representatives of the people of the district - because the priorities in this plan reflect their aspirations for the communities they serve.

Councillors want the children of the district to get a great start and a good education. They want people to be able to earn a good living and to live in a decent affordable home of their choosing. They want services available when people need them and they want care services to support people that leave them in charge of their own lives. Crucially, they want to support communities to be active and the neighbourhoods they live in to be safe and clean.

This plan builds on and develops the important work we did around New Deal, including the discussions with residents about their priorities. It reflects the times we are in, recognising that while the quality of life is good for many - and that we have real assets and strengths to build on - we face particular challenges. And over the past six years we have faced the stark fact that we can't function and tackle these issues as we have done in the past. Our direct funding from government has declined and will reduce further in the lifetime of this plan. There will be tough choices for councillors about how they spend council money to get maximum impact on the priorities they have identified.

What is clear is that the role of the council as 'civic leader' and champion of the people of the district has never been so important. Bringing all of the assets and resources of the different sectors of Bradford - public, private, voluntary and community - to bear on the priorities is the only way we will

make progress. I sometimes refer to this as Team Bradford, and anyone who wants to be part of taking the district forward is an automatic member of Team Bradford.

Team Bradford starts here with us the employees of the council. I am struck on a daily basis by the extraordinary level of commitment, passion and ingenuity of people who work for the council - across all services and all levels. People are so attached to Bradford, want the best for the district, and want to do their bit to make it great. It makes me feel very privileged to be your Chief Executive.

We will need to harness all of this energy over the next four years. The coming four years will bring further change and uncertainty. You will find many of the changes described in this plan. I want you to know how you can contribute, what changes are coming and how you can influence them. I want you to be supported in developing further the skills you need to be able to perform and address new challenges.

So wherever you work and whatever you do this plan is about you and your contribution. And your contribution is about much more than the service you work in or your job profile. It's about everything you can bring to Team Bradford. I look forward to working with you.

photos

Kersten England
Chief Executive of Bradford Council

Cllr Susan Hinchcliffe
Leader of Bradford Council

Our commitment

This is Bradford Council's Plan. It sets out how we, as a council, will work with others to contribute to priorities set out in the Bradford District Plan 2016-2020. It sets out both where we will deliver as a council and where we will provide leadership and work in partnership with others to achieve our shared ambitions.

Bradford Council is the democratically elected local government for the whole district. We exist to serve the people, communities, organisations and businesses of the district by representing and working with them to protect and improve the quality of life for all. We do this by providing community leadership, services, resources, information and expertise. In serving and representing the district in all its diversity, our goal is to ensure that every part of the district and everyone who lives in it is equitably served, and no one feels excluded or is unfairly favoured or disadvantaged.

We will work alongside our public sector, business and community partners in the Bradford District Partnership (BDP) to achieve our ambitions. But this will take more than just the actions of the BDP partners. Residents, communities, businesses, voluntary organisations and the public sector all have an important contribution to make.

Our district is big, diverse and growing fast. It has an economy worth more than £9.2 billion and by population is the fourth largest metropolitan district in England. Both population and economy are predicted to expand rapidly in the next few years.

We want to harness our longstanding traditions of hard work, enterprise, compassion and volunteering. And we want to take full advantage of the opportunities offered by demographic and economic growth, regional devolution and a different relationship with the European Union and the wider world.

This Plan sets out our ambition and role in **working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District**. We will prioritise our resources on improving the outcomes that will have the biggest positive impact on our citizens and our district over the next four years. Over the life of this plan, we will publish detailed annual delivery plans for each of our priorities, and we will report regularly on the progress being made. This will help to connect the actions of all our staff to the impact they make on the success of the district. It will also demonstrate that our resources are making the biggest impact possible on the issues we have agreed are most important.

Our principles

In embracing the opportunities presented by change, we know that it is *how* we work that will make a significant difference. We will focus on:

Working together – working closely with partner organisations, business, communities, families and individuals to make the most of all our district's resources, assets and opportunities.

People in charge of their own lives – supporting well-being and independence through early action to prevent problems developing or stop them getting worse.

Equality – making sure that council activity helps to reduce inequality, provides opportunities for everyone and builds an economy that works for us all.

Every pound counts – using money wisely and targeting resources at district priorities while supporting the development of cost effective and innovative solutions.



Better skills, more good jobs and a growing economy

Our job

We want a strong Bradford District economy so that everyone can earn a decent income throughout their lives.

Working in better jobs, in productive industries, connects people to economic growth and opportunity. People who work in good jobs live longer, healthier lives. Successful and innovative businesses create wealth and make prosperous towns and cities. Making sure our district has a well-educated and skilled workforce, suitable business sites and premises and high-quality infrastructure will help build an economy that works for us all.

Our district already has a big economy worth £9.2 billion and it is forecast to grow by 25 per cent in the next ten years. We are home to major UK and global businesses and have more FTSE 100 companies than any other city in the North of England. We have around 17,000 small and medium sized businesses (SMEs), the ninth highest of all cities in UK. We are entrepreneurial with high levels of self employment and many business start-ups. Our diverse, energetic and enterprising population makes Bradford District a great place to start and grow a business.

While we've made great progress, we still need more jobs – our growing population means that we need another 26,000 jobs in our district by 2021 to reach the national average employment rate. We know that not everyone has the right opportunities to help them develop the skills they need to get a good job or to start and grow their own business. To develop a more inclusive economy that everyone can play a part in and get a fair share of the rewards we need to improve our skills levels and make sure the jobs created are good: secure, rewarding and well paid.

Our role is to work with the district's businesses, partner organisations, voluntary and community sector and residents to help develop our economy in a way that includes and benefits everyone. In this chapter we have four priorities which we'll work with partners on to help strengthen our district's economy and extend the opportunities for everyone to benefit from increasing prosperity.

1. Businesses starting-up, growing and investing in Bradford District

We'll work with businesses to help them invest and grow to create employment for more people, and support and encourage enterprise, new business start-ups, local expansion, more investment and more global trading. We'll work with our partners to create a vibrant city centre and town centres with good quality office accommodation, and use our own resources to trigger further investment from businesses.

2. Getting the right infrastructure

We are working with nine other authorities in the Leeds City Region to improve our infrastructure to support economic growth and make sure Bradford continues to benefit from the increasing amounts of national money coming into the city region. Bradford and Leeds have the largest commuting flow between any two cities in the UK. Improving transport links with Leeds, and other cities in the North and the UK means more rail station improvements in the district and getting Bradford off the branch line. We will lobby hard to try and make sure Bradford has a Northern Powerhouse Rail stop which would improve trade and connections nationally and internationally, creating economic growth in our district and across the North of England. Digital development also has an important part to play and we will continue building on our digital strengths and broadband infrastructure.

While city regional links are vital to Bradford it is important we continue to grow our profile and connection with other significant partners. We will work with key strategic partners, including Central

Government and relevant funding bodies, to ensure Bradford is well positioned to the most out of national and international funds for infrastructure and growth.

3. Letting everyone know Bradford is a great place to live, work, play and invest

We are rightly proud of our district and we will showcase the city and district as a destination of choice to the UK and the world, increasing the 13 million visitors we already welcome each year. We will continue to protect our heritage and support the development of our excellent cultural facilities. We will work with developers to encourage the development of city centre living for families and to develop and expand our retail shopping offer, building on the great success of The Broadway centre. We will make sure we have attractive and commercially viable markets and car parking for residents and visitors.

4. A skilled and flexible workforce in our district

We will work with businesses, the University, colleges and training agencies so people have the right skills to get a job, through apprenticeships, training and learning opportunities. We will also help businesses to find the skilled people they need to develop and grow, and work with people to support their ongoing learning and development throughout their working lives. We have some strong social enterprises (not-for-profit, often community based organisations) in the district that offer a stepping stone for people out of poverty, inspire community action and invest in neighbourhoods.

This priority will help us deliver our employment and skills equality objective, focused on promoting inclusive growth by making sure those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Our actions

We'll work with our partners to make the most of opportunities and create our own. Reflecting this, our approach will change over time. Our key actions for delivery now are:

Businesses starting-up, growing and investing in Bradford District

- Create 200,000 square feet of quality business premises across our district.
- Continue to target our resources by extending business growth zone opportunities from the city centre to our major towns.
- Develop well-paid, highly skilled, knowledge-based employment opportunities.

Getting the right infrastructure

- Plan for the future development of the district by delivering our Local Plan in consultation with the people of our district.
- Develop strategic employment sites for new and growing businesses.
- Work with city region, national partners and developers to increase investment in our transport infrastructure, and maintain and improve the district's road, rail and digital networks.

Letting everyone know Bradford is a great place to live, work, play and invest

- Develop and showcase potential development opportunities, projects and activity to ensure we are well positioned to attract national and international investment funds.
- Secure investment in improvements to major cultural facilities like St. George's Hall, the Odeon and Cliffe Castle Park in Keighley.
- Showcase all that's great about Bradford by encouraging visitors and supporting major events
- Work with others to sustain our library and museum offer in our major towns and city centre, and support communities to keep libraries running in other areas.

A skilled and flexible workforce in our district

- Work with businesses, education partners, colleges and the University to make sure everyone can get the skills they need.
- Work with partners to make full use of the apprenticeship levy so that our young people benefit by having more choice and opportunity

Building on our success

Following an opportunity identified in the Council led Airedale Masterplan, a new high technology and advanced manufacturing business park on Buck Lane has been developed on land that was owned by the Council. Following planning permission in 2011 the Council created a new site access and undertook preparatory remediation works to create Baildon Business Park. This has allowed state of the art premises to be built attracting new business investment to the area. To date this has included Produmax Ltd (airline industry parts engineering), Anetic Aid (hospital operating equipment) and John Ayrey Ltd (die-cast models). All remaining units are expected to be sold, developed and occupied by the end of 2017.

Staff quote

"In my role as a business advisor working across the district I spend time helping businesses with their plans for expansion and growth. I find it highly rewarding seeing the entrepreneurial spirit among businesses in the district and being able to play a role in helping to create new jobs and business opportunities for people."

Satnam Khela, Business Adviser, Business, Investment & Enterprise Team

Portfolio Holder quote

"Building an excellent infrastructure and attracting high-quality jobs are key to the success of the District. We are committed to working with businesses and other partners to deliver greater opportunities for all. We are working hard to attract new investment and major transport projects to match the immense energy and entrepreneurial talent we have in abundance across the District."

Councillor Alex Ross-Shaw, Executive Member for Regeneration, Planning and Transport

Measuring success

We will assess our performance by closely monitoring:

- The number of new, additional, paid and permanent jobs created by organisations within the district following assistance from the council.
- The percentage of major planning applications dealt with within 13 weeks.
- Maintenance and management of principal roads across the district.
- City regional/national and international investment activity in the district
- Visits to libraries, museums and markets.
- Number and diversity of Council apprentices.

If we are successful we will see our work contributing towards:

- A net growth in the number of jobs in our district.
- An increased percentage of our working-age population in employment and get much closer to the England average.
- An increased percentage of working-age people qualified to at least Level 3 in line with, or better than, the England average.
- A reduced proportion of the population claiming out of work benefits in line with the Yorkshire and Humber average.
- Increased participation in cultural activities and events.



Decent homes that people can afford to live in

Our job

We want good homes in communities where people can live happily and where everyone has a home that is right for their needs.

Our district's population is growing, creating demand for a range of homes including properties for sale and high-quality rented accommodation. As well as more affordable homes, including starter homes for young people, we need homes suited to older people's needs and higher value properties to attract and keep high income, highly skilled people. We all want to live in homes that most appropriately meet our needs at the different stages of our lives.

We will work with house builders to get more of the right homes, in the right places, at the right prices creating safe and healthy places for people to live in and making sure that more of us have access to a decent home. This will also create jobs, help protect our green spaces and grow our economy.

Our role is also to work with housing providers, including housing associations and private landlords, to make sure homes in our district are decent and safe and support people in most need of housing.

This chapter has three priorities which we'll work with our partners to achieve: increasing the number of homes to meet the needs of our growing population, making sure homes are decent, safe and appropriate for people to live in and supporting people in most need of housing.

1. Increasing the number of homes to meet the rising demand for housing

At current population growth rates we will need at least 9,000 more homes by 2020 to add to our current stock of around 210,000 homes. That means us working to allocate enough housing land and encourage house building, including affordable homes, to meet housing demand. We will work hard with partners and developers to deliver homes in urban centres and on brownfield sites.

2. Decent, safe homes that are appropriate for people's needs

Our new homes and our existing housing stock needs to be fit for the future. We will work to increase the energy efficiency of homes and reduce fuel poverty, and to make sure all housing is safe and free from the worst hazards. We will make sure that there is a choice of homes appropriate for people at all stages of their lives, including making sure disabled people's homes are appropriate and adapted for their needs. We will improve the quality of private rented housing. We will make better use of existing housing by continuing to bring empty homes back into use.

3. Support for people in most housing need

We will allocate social housing to those in housing need and work with partner organisations to prevent homelessness, tackle rough sleeping, and reduce the use of bed and breakfast to accommodate homeless people. We will also support vulnerable people to lead independent lives in stable housing. We will deliver more extra care, offering sheltered housing supported by a residential care team, to provide a positive alternative to residential or nursing care for some vulnerable adults.

Our actions

Creating choice and appropriate housing involves working with developers, housing associations and private sector landlords. Our current interventions on which we'll focus our council delivery include:

Increasing the number of homes to meet the rising demand for housing

- Deliver the Local Plan in consultation with people who live in our district.

- Deliver housing growth in the priority areas of the Canal Road Corridor, Holme Wood and Tong, and Bradford city centre.
- Invest in transport and social infrastructure, like schools and recreational facilities, to support housing development.
- Work with partners to deliver new affordable homes in the district.
- Attract funding to improve the energy efficiency of housing occupied by low income households with high fuel costs.

Decent, safe homes that are appropriate for people's needs

- Improve the quality of private rented housing by working with landlords to remove hazards.
- Support vulnerable homeowners to carry out repairs through our equity loans scheme.
- Invest in home adaptations for disabled people to make sure their homes are safe and appropriate.

Support for people in most housing need

- Deal with housing emergencies and manage acute housing issues.
- Support rough sleepers and help them to settle in independent accommodation.
- Provide housing related support to the most vulnerable.

Building on our success

The redevelopment of Chain Street is a key part of the City Centre Masterplan. Working in partnership with Incommunities meant the council could support a modern attractive residential development, drawing on different funding streams. It will involve refurbishment and demolition of buildings to create affordable housing, conversion of flats to houses and a linear park next door. Additional sites in Goitside continue to be evaluated for further development.

Staff quote

"I love my job as a Senior Environmental Health Officer working in the Housing Standards Team because I am able to help improve the living conditions of vulnerable people living in poor rented housing."

Shonu Miah, Senior Environmental Health Officer, Housing Standards Team

Portfolio Holder quote

"It's a well known fact nationally and in our District that there's a growing need for new homes. So this is a major challenge, but it's also an opportunity for us to help shape our local housing stock so people can access the properties they need, when they need it. This includes affordable and social housing as well as high-value properties. While the Council cannot do this alone, we'll play an important role by working with partners to encourage the provision of safe and comfortable housing, which is fundamental to people's wellbeing."

Councillor Val Slater, Executive Member for Health & Wellbeing

Measuring success

We will assess our performance by closely monitoring:

- The number of affordable homes delivered (gross).
- The number of empty homes bought back in to use.
- The number of private sector homes where housing conditions have been improved as a result of interventions of the council.
- Lengths of Stay in Bed and Breakfast accommodation.
- Homeless households in temporary accommodation.

If we are successful we will see our work contributing towards:

- An increase in the number of homes, including affordable homes.

- A lower proportion of long-term empty homes.
- Less statutory homelessness.
- A lower percentage of households in fuel poverty.



A great start and good schools for all our children

Our job

We want to make sure all our children, wherever they live in our district, start school ready to learn, achieve well at school and leave school ready for life and work.

Every child deserves to go to a good school and the chance to achieve their full potential. People who are well educated and develop good life skills have a healthier lifestyle, live in better housing and are more able to contribute to and take advantage of economic opportunities. With our young population, securing a successful future for all our children will help secure the future success of the district.

With more than 124,000 people aged under 16 we are the youngest city in the country. In 2015 45.5 per cent of our young people achieved 5 A* to C GCSEs including English and Mathematics and 63 per cent of schools in the district are rated 'good' or 'outstanding.' However we know we need to go further and faster to support our young people to achieve GCSE results that are as good or better than the average for England. We also need to achieve our shared goal of all our schools being 'good' or 'outstanding' by 2020, so more of our young people can get good jobs as Bradford's economy continues to grow.

National education policy is creating a rapidly changing environment in which our key role is to provide clear leadership and support. We will work with schools, national education agencies and the regional schools' commissioner to influence improvements in school standards.

In this chapter we have three priorities that we'll focus our strategic leadership upon: to give all our children a great start in life, a good education, and the right skills to succeed in the adult world.

1. Children starting school ready to learn

The first few years of every child's life are vital to developing their skills and confidence, and equipping them to make positive choices throughout their lives. We will continue to support our district's network of early years' services to help families give their children the skills they need to start school ready to learn.

2. Children achieving well at school

We have seen some improvement in educational attainment but we know we need to continue to work with public services, schools, parents, business and communities to raise aspirations and accelerate educational achievement. Our Education Covenant sets out how we can all play our part in creating the best chance of success for all our children and young people, tapping into the energy of parents, schools, regional and national agencies and community organisations.

We will work with schools to help them improve, including by encouraging them to support and learn from each other, and by attracting and retaining the best academy sponsors and teachers from across the country. We will make sure every child has a school place and that the needs of vulnerable learners are met.

3. Young people leaving school ready for life and work

We are proud that our rates of young people not in employment, education or training are much lower than the average in England and we want to keep them that way. We will work to ensure that young people receive consistent and good quality careers advice in school and have the opportunity to develop key life skills. We will continue working with education and business partners through

Bradford Pathways to help young people and adults to explore different career options and gain real-world experience in growing industries that are important in Bradford and the surrounding economies. These growing industries can offer well paid work with real progression prospects. We will continue to link post-16 learning opportunities to work-based learning and the requirements of local businesses, and support the development of the right sixth form provision so our young people can leave school with the skills and confidence they need to get a job and play a full and rewarding part in adult life.

Our actions

While our specific actions will change over time to respond to new opportunities and challenges our key actions for delivery by the council now are:

Children starting school ready to learn

- Make the most of learning developed through the Better Start Bradford programme, a community led partnership that works to help parents give their children the best start in life.
- Provide high-quality advice and guidance to families through the newly-commissioned children's centre clusters.
- Work with early years settings and schools to ensure the best education and health outcomes for young people.
- Provide high-quality support to enable vulnerable young people to achieve their potential.

Children achieving well at school

- Provide extra school places in the right locations, including for children with special education needs.
- Support and increase parents' knowledge and skills so they can help their children learn.
- Bring to life the Bradford Education Covenant between schools, the Council, parents, young people, business and employers, communities and the Government.
- Attract, keep, develop and invest in the best school leaders, teachers and classroom assistants.
- Work with national and regional structures to bring the best academy sponsors to Bradford and develop our own local solutions with partners in our district.

Young people leaving school ready for life and work

- Deliver Bradford Pathways – a collaboration between education, business and workforce development partners to deliver employment-focused skills and education to meet the needs of Bradford's employers.
- Develop our Industrial Centres of Excellence, providing post-16 courses that have been developed by local businesses, schools and colleges, with a strong emphasis on work culture.
- Review post-16 education provision, working with partners across our district and city region.
- Help young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities that improve well-being, and build on our Youth Voice engagement activity

Building on our success

Bradford Council supported Home Farm Primary School to improve the achievement levels of their pupils following a poor Ofsted rating. New appointments were made, focused training was provided for staff, and more parental involvement was achieved. The council provided scrutiny of the improvement process through observing teachers, analysing data and children's work. The teamwork of head teacher, staff, governors, children and parents working together with the council has been crucial, leading to recognition from Ofsted.

Staff quote

"I enjoy my job as an Education Welfare Officer because I sincerely believe that education is the way out of vicious circle of deprivation and poverty which some families are trapped in for

generations. Education enriches your ideas and thoughts and helps to make right decisions in life. Education has totally transformed three generations of our family. My belief is that it has changed my life, now I can help others to change their life. ”

Munir Hussain, Education Welfare Officer, Education Social Work Service

Portfolio Holder quote

“I'm passionate about making sure all young people in Bradford get the opportunities they deserve and are entitled to. Acquiring the right skills and education, regardless of background, is important for the future of this great city. It's that simple. So families can be assured that I will be a strong voice for them by championing excellence and by supporting and challenging our local schools to do everything they can to benefit their students. Young people only get one chance at education and they deserve the very best.”

Councillor Imran Khan, Executive Member for Education, Employment and Skills

Measuring success

We will assess our performance by closely monitoring:

- The termly percentage of 2-4 year old children taking up Early Education.
- The percentage of children's centre inspections rated good or outstanding.
- The percentage of children achieving a good level of development in Early Years Foundation Stage

If we are successful we will see our work contributing towards:

- Every child attending a school rated good or better by Ofsted.
- Children's attainment at the age of 11 being as good as, or better than, the England average.
- GCSE attainment being as good as, or better than, the England average.
- Our rates of young people not in employment, education or training being kept lower than the England average.
- A reduction in child poverty levels in line with Yorkshire and Humber levels, and in all parts of the district.



Better health, better lives

Our job

We want everyone in our district - wherever they are born or live and whatever community they come from - to have a long, healthy and full life.

Many people in Bradford are living longer than ever before, and with a good level of health and well being. Advances in health care mean that many more people survive previously life-threatening illnesses or conditions.

But that isn't the case for everyone in our district. Like a number of other major cities we have more people than the UK average with very poor health. Shockingly, a boy born in the most deprived part of the district can expect to live ten years less than one born in the most affluent. For a girl this gap in life expectancy is seven years. We want to play our part in changing this unfair picture.

We know that all our services are under pressure and that budgets are tight. We have a big and fast growing population in our district. The fact that nearly one in four of us is under 16 years old and that an increasing number of us is over 65 years old is to be celebrated. And it means our services are in demand!

Our role, working with the NHS and other partner organisations, is to support people to stay well, to stay in charge of their own lives and to tackle health inequalities. We will focus our work and prioritise spending where it makes most difference. That will require tough decisions and change in the next four years.

Of course most of what makes for a good healthy life is not about health and social care. In the rest of this council plan you will read about the work to give children a great start in life, and a good education; the work to create decent jobs and housing and strong communities.

In this chapter there are four priorities that we'll work with partners to achieve: supporting people to choose healthy lifestyles, personalised support and care, joining up health and social care provision and safeguarding people from abuse.

1. Healthy Lifestyles

Information and facilities to promote healthy lifestyles and early intervention can make a real difference to the lives of individuals and their families, and help address the most common public health challenges. Swimming pools, parks and leisure centres can help people to keep active and healthy. The focus of our public health work will be on cost-effective interventions that support changes in lifestyle and encourage people to take responsibility for their health.

2. Choice and control

All of us need care and support in our lives. Most of the time that will come from our families, friends and the communities we live in. The chapter on 'safe, clean and active communities' in this plan describes work to strengthen community support networks, for example in developing dementia friendly communities.

But sometimes we may not have a support network around us and people want and need services or the support of professionals with specific expertise. When this is the case we want people to have as much choice and control as possible about the services they receive.

Much more often that will mean individuals deciding what they want and having their own budget with which to make it happen, whether that is paying for someone to come into their own home or getting a taxi to the local garden centre. Our assessment processes won't start with a problem we are here to fix for the person but with a conversation about their life and about what they want to be able to do. But we do want to make sure that there are good quality services available locally so that people get good value for money and have choice.

The use of digital technology will increase as more and more people use smart phones and tablets for everyday living - to stay in contact with friends and family, order groceries or medication and contact services - and innovative apps and sensors are available which enable people to manage health conditions more effectively, operate equipment in their homes and make getting about easier. Again this puts people in the driving seat, giving them more control, wherever possible.

We'll make sure people with mental health issues get the right support and will tackle the stigmas associated with mental health. And our work to increase the supply of 'extra care' and 'lifetime' homes - which will give people greater ability to stay living in their own homes and neighbourhoods - is described in the chapter on decent homes.

3. Joined up services

Giving people choice about services they use - and there being different services to choose from - is no excuse for not tackling the often confusing and fragmented organisation of services. It is hard to understand why some services are provided by the NHS, the council, the voluntary sector or the private sector. A person looking for services should not find it difficult to work out which way to turn. They just want to access what will work best for them. So we will continue work to join up services and make navigating the system easier.

The council and the clinical commissioning groups - who are the commissioners of services - will commission more services together. This will allow us to invest money where it makes the biggest impact, not just invest in the health or social care bit of the service. Where we are providers of the service we will look at whether more collaboration or bringing services/organisations together, or transferring service delivery to another organisation, would improve outcomes and use our resources more effectively.

4. Safeguarding

We have a statutory duty to protect children and adults and to provide early help where there are identified concerns and to prevent problems escalating. These are the most challenging and complex responsibilities of a council.

We have invested hugely in supporting families where children are 'in need' and on child protection and tackling issues such as child sexual exploitation, domestic violence and elder abuse. We will not shirk our responsibility to make tough judgement calls and take decisive action to protect individuals - and the rigorous analysis and decision making that requires. We will constantly reflect and review work we have undertaken and seek to improve practices. We will engage all sectors of our community and partner agencies to tackle what is an issue for all of us. And crucially we will work not just to ensure that people who become victims receive support but to build resilience and confidence among young people and vulnerable adults so that they can protect themselves.

Our actions

Everything we do as a council, across all our priorities, is about supporting the well-being of people across the district. The key actions that the council will deliver to make a difference now in this outcome are:

Healthy lifestyles

- Improve the health and wellbeing of people through services available to everyone e.g. swimming pools, parks, walking and cycling activities.

- Deliver specialised services to individuals, small groups and deprived neighbourhoods, to increase engagement, raise awareness and provide support for healthier lifestyles, including physical activity, sports, and nutrition.
- Improve health and wellbeing and reduce inequalities for children and young people, in particular focusing on infant mortality, emotional wellbeing, child obesity, and oral health.
- Use the Future in Mind programme, and the Transforming Care for people with a learning disability programme, to promote, protect and improve emotional well-being for children and young people.
- Take action when things first start to go wrong in a child's or young person's life through early help.
- Prevent and reduce the risks to health and wellbeing in adults and older people, focusing on alcohol and drug use, smoking, obesity, sexual health, suicide prevention and healthy ageing.
- Protect the health of the population from threats to health and wellbeing, in particular communicable disease control, immunisations, screening and environmental protection.
- Work across the council and with partners to improve health and wellbeing, reduce inequalities and ensure services meet the needs of the people of Bradford.

Choice and control

- Bring forward alternatives to residential and nursing care so people can live closer to their communities and take part in community life for as long as possible.
- Work with people, their families and communities to build on the support and assets they already have around them.
- Develop the use of assistive technologies and make best use of emerging opportunities in digital health technology.
- Implement the Self Care and Prevention Plan, working with our partners, communities and private companies.
- Make services easy to access and help people to understand which services to use and when.

Joined up services

- Bring some of our budgets together across organisations, to design services that work better together and provide better value for money.
- Create an integrated and accountable care system that is capable of supporting people's health, wellbeing and care needs across the Bradford District. .
- Deliver a seven day integrated system that helps people to regain and maintain their health, well-being and independence and prevents unnecessary admissions to hospital.
- Take a proactive approach to care by sharing data with partner agencies and using it to identify people most at risk.
- Deliver the Transforming Care plan so that people of all ages with learning disabilities are able to live in their communities and as independently as possible.
- Provide a better, quicker response to young people in mental health crisis.
- Work with partners to develop an integrated, all-age mental health strategy.
- Continue to provide bereavement services, which will require investment in the coming years to deal with the legislative and changing demands for high quality services that meet diverse needs.

Safeguarding

- Work with families facing serious problems to help them turn their lives around through our early help programmes which join up support across agencies and focus on the needs of the whole family.
- Develop smaller children's homes and fostering for teenagers - improving outcomes for looked after children.
- Develop an integrated service across children's, adult and health services for young people aged 14-25 years with complex health needs and/or disabilities.

- Address sexual exploitation of children and adults by building on the joint work already underway with partner organisations.
- Develop the Education Safety Hub to provide a joint, multi-agency approach to supporting arrangements for vulnerable children.
- Make sure our safeguarding boards, which bring together professionals from different organisations to develop and improve work to keep people safe, are effectively supported.

Building on our success

Bradford District is at the forefront of a national movement to make communities and organisations more supportive and accessible to people living with dementia, their carers and families. The Bradford Dementia Friendly Communities Project works with partners to challenge, inspire and support communities and organisations in becoming more dementia aware and dementia friendly. Ward Officers have been trained as Dementia Friends Champions and are delivering dementia awareness training sessions to local groups/organisations and supporting local dementia friendly action groups to make change in their communities. Council Wardens have attended dementia awareness sessions and wear the nationally recognised Dementia Friend badge. Sports and Leisure and Museums and Galleries staff work with the Alzheimer's Society to make sure council services are as accessible as possible. The focus of all this work is on helping people living with dementia to continue to live their lives as part of the community and retain as much independence as they can.

Staff quote

"I love my job because I find it very rewarding to be a part of my clients' successes in stopping smoking. The service offered is available to anyone who needs it, something I'm very proud of. I get to meet such a variety of people, I'm very lucky to help people achieve their goals, improve their health and ultimately help women have a successful pregnancy."

Gail Barden, Pregnancy Stop Smoking Advisor, Public Health

Portfolio Holder quote

"We are committed to working more closely than ever with the NHS and other health partners to improve the health and wellbeing of local people. We certainly have a huge challenge and difficult choices to make due to growing demands and shrinking budgets, so we need to work innovatively to rise to that challenge and help empower local people to live healthy and happy lives and get the support they need."

Councillor Val Slater, Executive Member for Health & Wellbeing

Measuring success

We will assess our performance by closely monitoring:

- Total visits to council managed recreation facilities.
- The number of programmed preventative interventions carried out by Environmental Health.
- The proportion of people using social care who receive self-directed support, and those receiving direct payments.
- Percentage of people who use services who have control over their daily life.
- The number of delayed transfers of care from hospital which are attributable to Adult Social Care, per 100,000 people.
- Carer satisfaction with their experience of integrated care and support services.
- Proportion of adults with a learning disability who live in their own home or with their family.
- The number of people successfully completing drug treatment - non-opiate users.
- The number of children who are the subject of a child protection plan, per 10,000 children and young people.
- The number of Looked after Children per 10,000 children and young people.

If we are successful we will see our work contributing towards:

- An increase in healthy life expectancy for us all and a smaller gap in life expectancy between the most and least deprived areas of the district.
- More people having personalised budgets to choose and pay for their own care and support.
- A reduction in the number of vulnerable people being admitted to hospital in an emergency.
- A significant reduction in the proportion of children overweight or obese at age 10 to 11.
- Improved mental wellbeing and reduced levels of high anxiety to below the England average.
- Further success at tackling loneliness and social isolation.
- A reduction in people's discharge from hospital being delayed because they need care and support at home.
- Reduced smoking, and reductions in the number of people being overweight and obese.
- Increased levels of physical activity, sport, volunteering in active pursuits and healthy eating to help reduce preventable deaths.



Safe, clean and active communities

Our job

We want everyone to live in communities where people feel happy and safe, and which they are proud to call home.

Right across our district people are working together with energy and passion to make it a safer, cleaner place for all of us. A place where everyone can play an active role in, and feel part of, their community.

In Bradford people identify with and take pride in their local neighbourhoods, villages and towns. We are great at volunteering and we come together both at times of need and to celebrate and enjoy ourselves.

Our role is to help support people, communities and businesses so they can take more control over improving their neighbourhoods, tapping into the extraordinary energy and community spirit across our district. Our 90 councillors have a key role to play in communities as sources of local information and insight, and as community leaders who can promote and encourage action. Working together we can all play a part in creating and sustaining strong, safe and attractive communities.

Our role is also to work with communities to keep our streets clean and to maintain parks and green spaces so they are attractive places for us all to use and enjoy.

A clean, safe and welcoming environment will make our district a more attractive place to live, work, play, invest and study in.

In this chapter we have three priorities that we'll work with our partners to achieve: supporting communities to be active, resilient and harmonious, building safe communities and helping to maintain an attractive and welcoming environment.

1. Supporting communities

We will continue to work with community groups to help connect them to resources and opportunities. We will help them to deliver services and become more self-reliant, so they can take more control over improving their own neighbourhoods. We will also work to improve community relations and local networks.

This priority will help us deliver our community relations equalities objective, to ensure that people in the district get on well together.

2. Building safe communities

Crime rates have reduced a lot in our district over the past ten years, just as they have across the UK. But crime against vulnerable people, including domestic violence, is an issue and too many of us still worry about anti-social behaviour, especially in city and town centres. Improvements to road safety and actions to address dangerous driving can make a real difference to how communities feel to live in. We need to create places where we all feel safe. We will work together with the police, residents and other partners to prevent crime and anti social behaviour, address road safety and support vulnerable people.

3. Help maintain an attractive and welcoming environment

In the last four years recycling rates have improved a lot, but too much rubbish that could go in the recycling bin still ends up as general waste. Littering is still seen as a problem on many streets and fly-tipping continues to be a problem. We will minimise waste, increase recycling and reduce the cost of waste disposal, including through new alternative week bin collections. We will help keep neighbourhoods clean, educating and enforcing on littering and tackling fly-tipping. We will support people to play their part in making our district a better place to live, and make sure we have enough parks, activity areas and green spaces.

Our actions

We know that people can, and do, make a real difference to our district. While our specific actions will change over time our key actions now for delivery by the council are to:

Supporting communities

- Support individuals and groups who want to make a positive difference through our 'People Can make a difference' campaign, in volunteering, being neighbourly, fund-raising and taking community action.
- Help young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities that improve well-being.
- Help the transfer of management and ownership of community assets such as council-owned buildings and land to parish and town councils and community organisations, putting local resources in the hands of the community.

Building safe communities

- Make sure we keep a positive and visible approach to policing in neighbourhoods.
- Keep working together to tackle child sexual exploitation, domestic violence, human trafficking and extremism.
- Take more forceful action against anti-social behaviour and crime in key areas.

Helping maintain an attractive and welcoming environment

- Use more technology like 'smart bins' to help keep streets clean.
- Provide alternate week collections of general waste and recycling.
- Work with parish and town councils, community groups and user groups to maintain good quality parks and green spaces.

Building on our successes

Working with schools, community groups, businesses and the local parish council, the council supports bi-annual clean-up-weeks in Bradford East. These include litter picks, recycling awareness sessions, quizzes and visual audits. These are supported by visits to schools and groups to give presentations, issue household waste site permits, help people download and use the council app and order recycling bins. This has helped build relationships within the community working on a shared issue, and ensured that the cleaner and greener priority is shared by everyone, and is not simply seen as the council's responsibility. This has led to better informed communities and people taking responsibility for their own environment.

Staff quote

"I take on anything from reporting local issues and supporting vulnerable residents to working with children to set up and run Junior Warden schemes. I love my job, I think it is the diversity of it all and helping people to make a difference to where they live. The job satisfaction is over 100 per cent and you reap what you sow."

Holly Davy, Council Warden Team Leader, Neighbourhoods & Customer Services

Portfolio Holder quote

“Living in a clean and pleasant environment is important to all residents, both for our physical and mental wellbeing, and we can all play our part in contributing to that. As a Council we are focused on providing good quality services such as refuse collection and street cleaning and we are working hard to support local people to become active citizens in their communities with shared ownership of where they live and increased community pride.”

Councillor Sarah Ferriby, Executive Member for Environment, Sport and Culture

Measuring success

We will assess our performance by closely monitoring:

- Number of assets transferred to the community
- Overall anti-social behaviour victim satisfaction.
- The average amount of time to remove all publicly reported fly tipping in working days.
- Number of reported missed bins emptied.

If we are successful we will see our work contributing towards:

- An increase in the proportion of people who agree their local area is a place where people from different backgrounds live together harmoniously.
- Reduced perceptions of worsening anti-social behaviour.
- A reduced crime rate, in line with the Yorkshire and Humber average.
- A reduced rate of people killed or seriously injured on our roads, to well below the England average.
- An increase in the amount of household waste sent for reuse, recycling or composting to at least 60 per cent and remain significantly above the England average.



A well-run council, using all our resources to deliver our priorities

Our job

We want to be an efficient, effective and productive Council, open and transparent in all we do and working hard for all of our district.

More than 80 per cent of us that work for the council live in our district. We're proud of what we do and of our roles, working with people, partner organisations and communities to help improve our district and the lives of all who live here. We want to be as enterprising, energetic and extraordinary as the place we work for and the people we serve.

To run the council well and get the best for Bradford District, we need to make sure we are using all the district's resources to deliver the priority outcomes laid out in this plan: better skills, more good jobs and a growing economy, a great start and good schools for all our children, better health, better lives, safe, clean and active communities and decent homes that people can afford to live in.

The role of the council as civic leader and champion of our district is crucial to bring together all the many assets we have as a place and as people to sustain and improve prosperity and to make sure we can continue to support the most vulnerable people in our communities.

We are all part of Team Bradford. We need to continue developing our diverse and committed workforce so we are always passionate, positive and flexible in delivering our priorities and honest and respectful in the way we work with people and organisations.

In this chapter we set out three specific priorities to make sure we are running the council well, democratically accountable to our district's people through the ballot box and always doing what we say we will do.

1. Use all our resources wisely

The amount of money that the council has to deliver services continues to reduce. By 2020, we will be a yet smaller organisation with a smaller budget. We must make sure that we always use all our resources wisely, including our money, staff, technology, information, facilities, assets and buildings and attract external funding and investment whenever we can.

We will make sure that every pound we spend gets the biggest bang for the buck. We will buy goods and services that provide great value, and support our local economy wherever possible. We will make best use of new technology to improve services, reduce costs and provide more access to information and services. Our buildings will be efficient and flexible to meet the needs of our services and communities. We will become a smarter council, using data and intelligence to drive and support the organisation to set a clear direction and be sure we are making progress towards our goals.

This priority will help us deliver our equalities objectives around organisational culture and equalities data, to ensure the council is well run, fit for business and is fair and inclusive in its approach, and uses data to provide us with the right insight, evidence and intelligence to make well informed decisions.

2. Work in partnership

We will work with other organisations and businesses so that we continuously learn from best practice and make the most of our district's resources. We will use our community leadership role to influence, negotiate and try new, more effective ways of working. We will do this regionally, nationally

and beyond. We will shout about the great things that are happening in our district, and build on our district's reputation to fuel investment and confidence.

We will communicate with, consult and involve our district's people in our work more. We will use this insight and evidence to make sure our policies focus on doing the right things to really shift some of the challenges we have outlined in this plan. This will include providing opportunities for our citizens to shape, design and deliver the activities and services they need.

3. Make sure we are well governed, accountable and legally compliant

Our 90 councillors will be well supported and our democratic processes will be effective to help them to make decisions. We will do our utmost to comply with the law, adhere to ethical standards and make sure our decision making is transparent and accessible. We will encourage the scrutiny of our policy setting and delivery. We will welcome and encourage peer and councillor review and challenge to test our leadership and decision making, to make sure we are doing the right things and getting the right results.

We will put in place robust systems to anticipate and manage opportunities, threats, risks and challenges, and to make sure that we remain focused on our district's priorities.

Our actions

While our specific actions will necessarily change over time, our key actions right now are:

Use all our resources wisely

- Do things which have the most impact on our priorities, and increasingly put a stop to things which are less effective.
- Get the best out of the money we spend, buying at the best price and asking suppliers to show how they support the local economy.
- Investigate opportunities to share services and facilities with other organisations where this delivers benefits to our district.
- Create an environment where staff feel engaged with the council's principles and behaviours and we celebrate innovation and improvement with pride.
- Use technology to make more services and transactions digital to improve our efficiency.
- Seek out best practice actively and apply it, sharing our learning and encouraging best practice in our suppliers, partners and providers.
- Make the transition to a low carbon and energy efficient council and district.
- Make sure buildings and other physical assets are well utilised.

Working in partnership

- Work through the Bradford District Partnership to diagnose needs and design effective policies based on insight and evidence.
- Communicate in plain English, through a range of channels, such as our website, app, social media and printed leaflets.
- Work across and through the West Yorkshire Combined Authority and Leeds City Region to get the best deals for our district.
- Develop and implement a place marketing strategy to build our district's reputation and influence, showing what a great place it is to live, work, invest, visit and study in.
- Work with voluntary and community sector groups and town and parish councils to design the best ways to deliver our priorities.

Make sure we are well governed, accountable and legally compliant

- Make sure we meet fully the standards expected of well-run public bodies.
- Run elections well in a transparent way and encourage more people to register to vote.
- Be open to scrutiny and challenge, and provide information to citizens and taxpayers on how we are doing.

Building on our success

The council's accommodation strategy has reduced the number of buildings we require and the savings have funded the improvements in the remaining buildings to provide a better environment for staff and the public, such as the provision of the Registrar's Office within City Hall. Investment in the Council's remaining estate has made it modern, fit for purpose, energy efficient and has allowed staff to work in a more agile way. An increased number of council staff working in the city centre is also helping with the economic regeneration of our district. Up to the end of 2015/16 £21.6m has been saved as a result of this accommodation strategy, with a further £15.9m expected by 2019.

Staff quote

"I really enjoy my role as there is never a dull moment and every day is a challenging one. I make sure systems and processes are efficient so that suppliers who provide goods and services to the council can be paid promptly. Cash flow can cripple small local businesses so we make sure invoices are dealt with quickly. It's important work with meaningful consequences. We are always looking to find better ways to be even more efficient and cost effective."

Patrick Tipton, Systems and Information Officer, Procure to Pay Team

Portfolio Holder quote

"Having a well-run Council underpins everything we do and it is vital to achieving our priorities. It's about being efficient and productive, but importantly it's also about ensuring that the Council reflects the wider District and that we are working respectfully and accountably so that we serve everyone's best interests. As a key public body and force for local democracy, we take our role extremely seriously because a well-run and cohesive Council can help shape a well-run and cohesive community."

Councillor Abdul Jabar, Executive Member for Neighbourhoods and Community Safety

Measuring our success

We will assess our performance by closely monitoring:

- Spending within budget.
- Residents' satisfaction with the council's delivery of services.
- The number of staff who have received a positive performance review and have a development plan in place.
- The number of staff who are confident to declare a disability.
- The average attendance rate per employee.
- The percentage of total third party spend with suppliers operating from within our district
- The value of backlog maintenance works outstanding.
- The percentage of Council Tax collected.
- The percentage of non-domestic rates collected.
- The percentage of staff feeling they have the skills required to carry out their role.
- CO₂ emissions.

Our people

“Working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.”

We are proud of all our staff.

Day after day, you demonstrate your commitment and passion for Bradford District, whether you work on our front line, or in one of our offices, serving the people of Bradford directly, or serving someone who does.

And we know you are proud to work for the council. 82 per cent of you live in the district, so we know this is not just your place of work – it is your home.

In our most recent staff survey, you told us that you felt valued by your line manager, are clear about your role and have the opportunity to provide constructive feedback. Engaging you in why we are here and how we carry out our work together and with our partners and communities is crucial if we are to deliver our priority outcomes for the district.

You have recently developed our ‘Bradford Behaviours’ to show what you value most from each other and from your leaders and managers, and how you want us to go about our business. The behaviours will ensure we attract, retain and develop people, like you, who are also passionate about Bradford, and who are willing to go the extra mile for this extraordinary, energetic and enterprising place.

Our behaviours focus our attention on being:

Positive
Flexible
Engaging
Responsible

We will continue to work with you on the future direction of the council to ensure we succeed together.”

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Report of the Assistant Director, Policy, Programmes and Change to the meeting of Executive to be held on Tuesday 20 September 2016.

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Subject:

Bradford Council's New Equalities Objectives

Summary statement:

This report provides Bradford Council's proposed new equality objectives for 2016-2020. They focus on a few meaningful and challenging equality issues on which the Council will report progress, on an annual basis.

Sam Plum
Assistant Director of
Policy Programmes and Change

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Portfolio:

Corporate

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 We are committed to ensuring that every part of the district and everyone who lives in it is equitably served, and no one feels excluded or is unfairly favoured or disadvantaged. Promoting equality is one of our core principles and is central to all we do.
- 1.2 This report provides Bradford Council's proposed new equality objectives for 2016-2020. They focus on a few meaningful and challenging equality issues on which the Council will report progress, on an annual basis.

2. BACKGROUND

- 2.1 The Bradford district is a diverse and youthful area. We have an ever-changing population of over half a million people originating from all corners of the globe, creating a rich cultural mix. People from black, minority, ethnic backgrounds make up 36% of the total population and there are 153 languages spoken across the district. Our worldwide roots from current and historic migration, have allowed us to build a big economy with global reach. Nearly one in four of residents are under the age of 16 years. Bradford Council aims to serve and represent the whole district in all its diversity. The Council's goal is to ensure that every part of the district and everyone who lives in it is equitably served. No-one must feel excluded, and no-one unfairly favoured or disadvantaged.
- 2.2 The Council has legal responsibilities relating to equalities but these are a minimum requirement. There is understanding of the wider benefits of improving everyone's quality of life and our social responsibility. We therefore need to make sure that we set equality objectives that reflect and support this diversity and ensure we maximise the vibrancy and energy of the people we work for.
- 2.3 The Public Sector Equality Duty sets out a number of aims that public bodies should have regard to in their operation and is supported by some specific duties which include the requirement on public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually.
- 2.4 In their operation public bodies should have regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2.5 The defined set of protected characteristics as set out in the Equality Act 2010 are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and (in relation to discrimination) marriage and civil



partnership. The Council's approach to equalities goes beyond this, by looking at equality more broadly and taking into account the impact of our decisions on people on low income or with a low wage.

Current equality objectives and action plan

- 2.6 In June 2012 the Council's Executive agreed a set of equality objectives with a supporting Equality Action Plan. Progress against the action plan has been published on an annual basis on the Council's website. On Executive's request Corporate Overview and Scrutiny Committee has also received an annual report outlining the progress on the objectives and has provided scrutiny of the ongoing work.

Context for new equality objectives

- 2.7 With the last set of objectives published in 2012, the Council is now required to set new objectives in 2016. However this has been delayed to September 2016 to enable the equality objectives to be embedded in to the new Council Plan. The Council Plan presents the overall priorities of the Council for the next four years. The objectives then focus on those areas requiring greater equalities consideration. Both reports are being presented at the same Executive meeting.
- 2.8 It has also been recognised that there is an opportunity to not only set new equality objectives to meet legislation, but that having a refreshed view of equalities across the whole organisation would also have a positive impact on the whole district. This work has therefore not been undertaken in isolation, but is contributing to a wider refresh of our corporate equalities approach.
- 2.9 The equality objectives will also support the District Plan and as presented in the new Council Plan, the Council's principles of reducing inequality and providing opportunities for everyone. We will always challenge unfair practice and encourage inclusive policies from employers and services in the district
- 2.10 The objectives set in 2012 with the accompanying action plan, captured a detailed range of equality activities undertaken by departments. This is work that is embedded in our day to day functions as a Council. The ambition for the new objectives is to be far more strategic and capture fewer key areas which the whole organisation can contribute to and that will have maximum impact on the district. By 2020 we want to be able to demonstrate how they have made a difference over and above the day to day equalities work which the Council undertakes.
- 2.11 With this in mind the Corporate Equality Group (senior officer group with representation from across the authority chaired by the Director for Human Resources), received approval from Corporate Management Team in summer 2015 to progress work on setting new objectives.

3. OTHER CONSIDERATIONS

Consultation

- 3.1 Consultation has taken place across the Council with all departmental management



teams and the Corporate Equality Group, with political input from the Portfolio Holder and formally with Corporate Overview and Scrutiny Committee. External consultation has also taken place with the Voluntary and Community Sector through the Assembly's Equality Forum, with the (former) Equality Delivery Group and with representatives from the district's community of interest groups.

- 3.2 As a means of better connecting and improving the Council's broader equality activity, discussions have also taken place with partner organisations in the district (including the two hospital trusts, the Clinical Commissioning Groups, West Yorkshire Police). Consultation has also extended to West Yorkshire local authority partners. It is intended to continue links with these organisations and look at the potential of sharing actions for the delivery of each organisation's objectives.
- 3.4 As it had been agreed to have a small number of focused objectives, the consultation feedback along with supporting data was presented to Corporate Equality Group to prioritise the areas the Council should focus on. Detailed discussions with services in the Council then identified how those objectives were going to be realised.
- 3.5 The proposed new objectives were presented to both Corporate Equality Group Corporate Management Team for a final officer perspective and approval.

New equality objectives

- 3.6 A summary of the objectives are outlined below. Greater detail on each objective is presented at appendix 1. This includes which of the three aims of the public sector equality duty the objectives meet, how progress will be demonstrated and with whom accountability lies.
 - Community relations – ensure that the people of the district get on well together.
 - a) Encouraging and celebrating good community relations and active citizenship – promoting campaigns and opportunities to participate, (People Can Make a Difference), raising awareness of 'cultural' events (Black History Month, Holocaust Memorial Day etc.)
 - b) Hate and street crime – education programmes in schools, increasing reporting, reducing street based sexual harassment.
 - Employment and skills – promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.
 - a) Poverty and ethnicity employment and skills programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.
 - b) Apprenticeship programme – ensuring that the Council's new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.
 - Organisational equalities culture – the Council is well run, fit for business and is fair and inclusive in its approach.



- a) Equalities competency and corporate approach – a wide ranging programme of equality competency activities and improved governance arrangements (staff equality networks, formal training for elected members and officers, safe space lunches, awareness raising, procurement processes).
 - b) Workforce diversity – recruitment options, commissioning requirements, career progression options.
 - c) Accessible services – Accessible Information Standard implemented in Health and Social Care, and extended to customer access points primarily through our customer services.
- Equality data – our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.
 - a) Equality monitoring – gathering more information on service users to better understand our service impacts.
 - b) Use of the equality data and information – raising awareness of available information across the whole Council.

Next steps

- 3.7 The activities to deliver the equality objectives' are being integrated in to the Council Plan. Once the equality objectives are approved, the indicators for each objective will be included in the Council's performance framework which also supports the delivery of the Council Plan. This will also enable us to demonstrate that our resources are making the biggest impact possible on the things we have agreed are most important, including our equality objectives.

Communications and regular updates on progress being made to deliver the Council Plan will focus attention on our objectives and keep this work at the forefront of everything we do. It will also flow through department and service planning and individual plans and actions.

- 3.8 Oversight of the delivery of the objectives will be undertaken by the Council's Corporate Equality Group (CEG). Departmental Management Teams will take responsibility for monitoring their contributions to the objectives, with any issues being escalated to CEG and on to Corporate Management Team when necessary.
- 3.9 The Portfolio Holder for Neighbourhoods and Community Safety will provide regular Member oversight of progress with the objectives. Corporate Overview and Scrutiny Committee will also receive annual progress updates on the objectives. This reporting will also ensure we meet our legislative requirements to publish progress annually on how the Council is meeting the three aims of the Public Sector Equality Duty.
- 3.10 Activities to improve our work and equality impacts on the people of Bradford, alongside our organisational approach will be shared with partners through the Bradford District Partnership Strategic Delivery Partnerships. Where appropriate cross partner initiatives will be sought, to ensure expertise is shared and resources maximised.



4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Compliance with the development and delivery of the new equality objectives will be met from existing resources.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risk management or governance issues arising out of the recommendations of this report.

6. LEGAL APPRAISAL

- 6.1 The Equality Act 2010 consolidated a wide range of equalities legislation that had until then been contained in separate statutes. Section 149 of the Act introduced a Public Sector Equality Duty which requires local authorities and other public bodies, in the exercise of their functions, to have due regard to the need to:

- eliminate discrimination, harassment, victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 6.2 The Public Sector Equality Duty is also supported by two specific duties requiring public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually. This is set out in the Equality and Human Rights Commission guidance.

- 6.3 The Equality and Human Rights Commission oversees compliance within the statutory timescales. If the Council does not agree to set and publish the equality objective within required timescales, the Commission has powers to issue a compliance notice against the council and if non-compliance persists, seek an order from the County Court that instructs the council to comply with the Specific Duty.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

As presented in this report it is important that the Council gives due regard in any decision making it undertakes. The Council will continue to undertake activity to ensure that equality is considered through the development and delivery of all its functions. In addition the equality objectives themselves will allow the Council to focus on a few key areas which will have maximum impact on the district and work with partners in their delivery. This will not be at the detriment of its other equality responsibilities.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications from the new equality objectives.



7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no gas emission impacts from the new equality objectives.

7.4 COMMUNITY SAFETY IMPLICATIONS

The public sector equality duty explicitly states that public authorities must have due regard to the need to eliminate discrimination, harassment, victimisation. This is therefore a fundamental element of the considerations that the Authority gives when assessing equality impacts on any changes to any of its functions. 'Community relations' is also being proposed as a new equality objective.

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act impacts from the development of the new equality objectives.

7.6 TRADE UNION

Some of the suggested equality objectives are in connection to the workforce, both in development, training and diversity. The Trade Unions will as such be kept up to date on the equality elements of the workforce development programme.

7.7 WARD IMPLICATIONS

There will be no specific ward implications as the equality objectives will have district wide impact.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

9.1 Members could give their approval to the proposed objectives.

9.2 Members could request revisions to the proposed objectives.

10. RECOMMENDATIONS

10.1 Members of Executive are recommended to approve the new equality objectives as set out in Appendix 1.

10.2 That Strategic Directors are requested to ensure that the equality objectives are embedded in to the Council Plan delivery plans.

10.3 The Portfolio Holder for Neighbourhoods and Community Safety will oversee delivery against the Objectives

11. APPENDICES

Appendix 1 – Bradford Council's Equality Objectives 2016-2020



12. BACKGROUND DOCUMENTS

Equality and Human Rights Commission guidance:

http://www.equalityhumanrights.com/sites/default/files/publication_pdf/Equality%20objectives%20and%20the%20equality%20duty.pdf



Appendix 1: Bradford Council's Equality Objectives 2016-2020

EQUALITY OBJECTIVE: Community Relations - ensure that the people of the district get on well together. Meets the Public Sector Equality Duty aims of eliminating discrimination, harassment and victimisation; fostering good relations between different groups.		
Focus and detail	Demonstrating progress	Responsibility
<p>Encouraging and celebrating good community relations and active citizenship</p> <p>We will work hard to make it easier for people to not only understand but participate in decision making processes that affect their lives. We will do this through maximising voter registration and strengthening the voice and influence of underrepresented groups.</p> <p>Across the district there is a lot of volunteering, neighbourliness, fundraising and community action which takes place. This allows people come together as communities to have fun and meet new people. Many of these activities lead to better relations between people and communities. These activities should be promoted and celebrated for others to learn from, to build understanding and to strengthen the voice and influence of underrepresented groups. This will be done through the “people can make a difference” campaign, and active promotion of key events with the media. This will be embedded through more work on improving the Council’s own equality culture including its diversity (see objective).</p> <ul style="list-style-type: none"> • People can campaign – www.peoplecanbradforddistrict.org.uk • Example events: the Big Sing, Bradford Pride, Holocaust Memorial Day, Armed Forces Day, Black History Month etc 	<p>More people getting on well together, measured through an increase in ‘people feeling like they are living harmoniously together’ (Place Survey).</p>	<p>Neighbourhoods & Customer Services Office of the Chief Executive (current Policy Programmes & Change, Public Affairs & Communication)</p>

<p>Hate and street crime</p> <p>Hate crimes are any incidents that are targeted at a person because of hostility or prejudice towards that person's disability, race or ethnicity, religion or belief, sexual orientation, transgender identity. Hate crime affects all communities and if not tackled can lead to the isolation and victimisation of individuals and vulnerable groups. However there are also other crimes which impact on people due to one of their protected characteristics. We will take more forceful action against hate crime by:</p> <ul style="list-style-type: none"> • Implement an education programme in schools, to build young people's understanding of diversity. This will build understanding in Bradford's young people from an early age to help reduce future hate crime incidence. • Raise awareness of hate crime reporting and in the longer term help reduce incidence. Support the running of third party reporting centres, and raise awareness in public places. • Reduce sexual harassment of women at institutes of higher and further education as well as in city and town centres through education, enforcement and increased reporting. 	<p>Fewer incidents of hate crime measured through a reduction in the numbers of hate crimes (balanced against possible increases in reporting)</p> <p>Fewer people being sexual harassed measured through a reduction in the numbers of sexual harassment issues (balanced against possible increases in reporting)</p>	<p>Neighbourhoods & Customer Services Safer and stronger communities team Children's Services equality and diversity team</p>
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EQUALITY OBJECTIVE: Employment and Skills - promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.
Meets the Public Sector Equality Duty aims of advancing equality of opportunity between different groups.

Focus and detail	Demonstrating progress	Responsibility
<p>Our aim is to contribute to lowering unemployment gaps in all underrepresented groups in the district. Getting more people from disadvantaged communities into good jobs is at the heart of strategies to reduce poverty in Bradford district.</p> <p>Poverty and ethnicity employment and skills programme The poverty and ethnicity programme (a two year programme funded by the Joseph Rowntree Foundation) will work with business and public sector partners to address barriers and blockages to employment and career progression for</p>	<p>More people from disadvantaged communities getting good jobs measured through:</p> <ul style="list-style-type: none"> • An increase in income and progression opportunities by people from disadvantaged groups • An increase in the percentage of employers committed to employing a diverse workforce. 	<p>Policy, Programmes and Change (PPC) Regeneration Children's Services</p>

<p>disadvantaged groups. The two year programme will identify a series of projects with which to work with to add value and influence.</p> <p>In the first year there will be a project working with business partners to encourage more people in the deprived parts of the district to seek employment with businesses located near to them. Activity will include working with local education establishments to ensure that relevant skill development opportunities are available, and with schools to build the aspirations of young people and their parents to see the benefits of working in locally available industries.</p>		
<p>Apprenticeship programme Ensuring that the Council makes full use of its commitment to take on apprentices under the government’s new legislation (Enterprise Bill and Apprenticeship Levy) includes a focus on those furthest from work. This will include vulnerable young people, to allow them to benefit from more choice and opportunity, especially the district’s Looked After Children and people with disabilities and reflect the communities we serve as much as possible. Some of this work will be undertaken with partner organisations, to share good practice. This programme is in its infancy and will be developed by April 2017. The ethnicity and poverty programme funding will enable this to explore new ways of doing things, beyond existing practices.</p> <p>There should be an allocation of apprentices for each Council department, with protected characteristics of apprentices monitored to ensure they are representative of our communities.</p> <p>**This work will also support the Council’s objective to increase its workforce diversity by bringing in people who are currently less well represented.</p>	<p>Getting more people accessing good jobs measured through:</p> <ul style="list-style-type: none"> • Meeting legislative targets for the number of apprentices recruited and engaged. • Ensuring the range of protected characteristics of the apprentices closely matches that of the communities we serve. 	<p>Children’s Services (Employment & Skills team, Looked After Children team) Human Resources (HR) PPC Adults (Link to disabilities)</p>

EQUALITY OBJECTIVE: Organisational Equalities Culture - the Council is well run, fit for business and is fair and inclusive in its approach.

Will support all three aims of the Public Sector Equality Duty.

Focus and detail	Demonstrating progress	Responsibility
<p>Equalities competency and corporate approach</p> <p>As a means of creating an environment where staff feel engaged with our Council values, a wide ranging programme of officer and member equality engagement activities and opportunities will be developed. This will be delivered to more strongly embed equalities in to the day to day working of the Council. This will include a refresh of Corporate Equality Group, the development of staff networks, awareness raising and training sessions, and stronger promotion of equality and diversity events and celebrations. The three aims of the Public Sector Equality Duty will also be made more implicit in our procurement processes, making sure we support the local economy. The aim will be to improve equality awareness and competence throughout.</p> <p>Elected members and Council Officers will be supported to consider the impact of our decisions and activities on all citizens and to mitigate any negative impacts where possible.</p> <ul style="list-style-type: none"> • Elected members will continue to receive training around equality and diversity issues and support on scrutinising equality impact assessments for major decisions. • Senior managers will also receive training around equality and diversity and support given on completing equality impact assessments for major policy and service decisions <p>**This objective will also strongly link with improved community relations, with activity planned and celebrated externally being promoted internally as well.</p>	<p>The number and range of equality training and awareness raising activities planned for officers and members.</p> <p>Positive feedback from the training demonstrating improved understanding</p>	<p>PPC, HR, Neighbourhoods & Customer Services and Commissioning & Procurement</p>
<p>Workforce diversity</p> <p>Explore and create a range of recruitment methods to enable the</p>	<p>The workforce more closely represents the communities we serve</p>	<p>HR in co-ordination with all departments</p>

<p>Council to recruit more effectively appealing to a wider range of people (as outlined in the Front Line Managers training programme). This should include the raising of aspirations of communities and individuals. Where appropriate procurement and commissioning processes should also include steps to ensure the workforces of those we do business with are representative of the district, as a means of encouraging best practice.</p> <p>A stronger focus to also be placed on working with services to ensure job profiles allow progression, offering more secondments and providing shadowing, mentoring and job swops.</p> <p>**This objective will also strongly link with other objectives around equality data and apprenticeships, and will be contributed to through the poverty and ethnicity programme.</p>	<p>at all levels of the organisation.</p>	
<p>Accessible services The Council will focus on making the information it produces more accessible to help people understand which services to use and when. This will be undertaken as a staged process:</p> <ol style="list-style-type: none"> 1. Meeting our legal obligations through the implementation of the new Accessible Information Standard within health and social care. 2. Expanding the good practice from the implementation of the AIS programme to all customer access points in the Council. This would further support the council's commitment made in year 2000 to the five principles for producing better information for disabled people. 	<ol style="list-style-type: none"> 1. AIS implemented across Health & Social Care services in the Council. 2. Alternative formats of information available 	<ol style="list-style-type: none"> 1. Adults and Community Services lead 2. Adult and Community Services working with all departments and Customer Services in particular.

<p>EQUALITY OBJECTIVE: Equality Data - our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.</p> <p>Will support all three aims of the Public Sector Equality Duty.</p>		
<p>Focus and detail</p>	<p>Demonstrating progress</p>	<p>Responsibility</p>

<p>Equality monitoring To better understand our service users the Council needs to establish a more consistent understanding of its customers. We need to establish what levels of customer equality information is currently being collected, and seek appropriate and proportional ways to improve areas where information is missing and our customers are less well known.</p>	<p>A full review of existing equality monitoring arrangements collated and analysed.</p> <p>An action plan developed and implemented to ensure gaps in information and knowledge are filled</p>	<p>PPC coordination with all departments</p>
<p>Use of the equality data and information All equality data and information needs to be made more widely accessible and available (without contravening data protection) to support the authority to develop a broader view of the equality issues it needs to address when developing policies and making financial decisions. Availability of the data needs to be promoted across all management levels to ensure it is used to inform that decision making.</p>	<p>Equalities data shared and promoted through the newly developed consultation and engagement network.</p>	<p>PPC coordination with all departments</p>

Report of the Strategic Director of Regeneration to the meeting of Executive to be held on 20th September 2016

Q

Subject: Great Exhibition of the North

Summary statement:

The Department of Culture, Media and Sport (DCMS) launched a competition in mid April 2016 to find a venue to host the Great Exhibition of the North. The Exhibition should run for a minimum of two months in Summer 2018 to celebrate great art, design and culture of the North of England. Closely aligned to the Northern Powerhouse, the exhibition will also showcase excellence in industry, innovation, academic research and entrepreneurship. An Exhibition Board of eight members chaired by Sir Gary Verity will recommend a venue to a Ministerial Board which blends performing arts, culture, physical exhibits and interactive displays from across Yorkshire, the North East and North West.

Bradford Council has facilitated the preparation of a bid on behalf of the District which comprises an ambitious, innovative and compelling programme to draw visitors from around the country and overseas to participate in a once in a lifetime experience. Key partners are the National Media Museum and the University of Bradford.

Bradford's bid is one of four shortlisted bids, as such hosted a visit from DCMS and a member of the Exhibition Board in late August. The final stage is an interview on 9th September. The outcome will be known by the end of October.

Mike Cowlam
Strategic Director, Regeneration

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Councillor Susan Hinchcliffe, Leader

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Overview & Scrutiny Area:
Regeneration & Economy



1. SUMMARY

Facilitated by the Council, Bradford can put forward a highly credible bid for the District to host the Great Exhibition of the North, drawing on its arts and cultural assets, rich heritage, diversity and reputation for innovation, industry and entrepreneurship. The Great Exhibition offers the potential for significant national and international profile for Bradford to increase inward investment, civic pride and a reputational boost for the city.

There will be one winning venue in the North of England. Whichever town or city wins the competition will collaborate with other satellite venues across the North.

In summary the Exhibition:

- Is for the whole of the north
- Is inclusive and highly participative to involve many people
- Will showcase excellence in Science, Culture, Design, Innovation and Business for the whole of the North

Bradford is being presented as an enterprising, exciting and energetic global city in the heart of the North of England - the ideal venue to host the Great Exhibition of the North with cultural assets and strong transport links and the infrastructure to make it happen.

Bradford's Great Exhibition of the North (GXN) bid is called Futurescope - inspired by the bright and prosperous futures the District's young, creative and entrepreneurial population can forge for themselves and for the North.

Over a ten week period in summer 2018, participants will be invited to explore their imagined futures through great art, design and culture. Digital Technology will feature prominently across all of the themes to maximise involvement from many people across the North and wider.

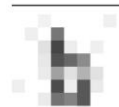
The themes are influenced by the characteristics shared by Bradford and the North: the diversity formed by a history of new communities coming to the north over generations to build their fortunes and futures and the connections that still persist across the north and the world.

Schools and Universities, innovative businesses across the north will be invited to participate and showcase excellence in innovation, art, culture and research.

2. BACKGROUND

The Great Exhibition of the North is aligned to the Northern Powerhouse and contributes to the Government's objective of maximising the economic potential of the knowledge economy and creative sectors in the north.

£5 million will be made available by Government to the winning venue with a further £15 million fund for a legacy project. Hosts will be expected to assist with and attract additional investment from the private sector to increase the funding pot. DCMS and Sir Gary Verity



are also having discussions with funding organisations and Corporates with a view to attracting sponsorship.

The chosen town or city will build partnerships across the region and inspire and engage a wide audience. Primarily the audience will be a great day out for the family and will also include corporate events, school visits and attract potential investors from overseas. The Exhibition should be designed to be a day-long visit with tens of thousands attending the Exhibition on peak days. The event should be free of charge and accessible to all. Bradford is aiming to attract a million visitors over ten weeks.

Performances and activities will take place in a cluster of venues in the city centre principally the National Media Museum as the anchor, City Park, St Georges Hall and Alhambra together with the Impressions Gallery, Kala Sangam, the Cathedral, the University and Bradford College.

In May the Council convened workshops of creative digital artists to conceive the exhibition content and themes. Significant partnership engagement took place in developing the bid. Workshops were also held with local stakeholders to obtain their input on the broad themes.

Bradford's bid has received many strong letters of support from business, community organisations, local arts and culture organisations, educational institutions and national organisations.

Nine bids were submitted to DCMS on 30th June: Bradford, Halifax, Harrogate, Sheffield, Newcastle & Gateshead, St Helens, Blackpool, Whitehaven and Scunthorpe.

At the end of July, Bradford's bid was shortlisted along with Blackpool, Newcastle & Gateshead and Sheffield.

DCMS and one of the judges visited Bradford in late August to see the venues, the spaces and meet the people involved. They provided insight and advice on where Bradford could strengthen its bid in advance of an interview in Leeds on 9th September with the full Exhibition Board comprising eight experts from different disciplines.

Throughout the bidding process the Bradford team has actively sought to promote the City's aspirations to host the Great Exhibition. The high profile campaign has generated significant positive publicity and has attracted support from a range of organisations and public figures.

Post submission the team will continue to work on developing the cultural programme with a view to identifying those activities which can be taken forward even if we are not the selected venue to ensure that work undertaken by partners is included within Great Exhibition programme's satellite activity.

DCMS have organised a social media showcase to shine a spotlight on each of the four shortlisted towns and cities in turn each Friday in September. The focus will be on Bradford on Friday 16th September and we are working with partners to ensure that we maximise this opportunity.



3. OTHER CONSIDERATIONS

The timescales for development of the bid have been short and pressurised, moreover Government did not make available a timeline for the process and competition stages from the outset, consequently bidders have had to be reactive to each stage at short notice.

The Ministerial Board pre-Brexit Referendum was comprised of four Ministers chaired by George Osborne, the former Chancellor of the Exchequer. Post-Brexit, there are now three Ministers, two of whom are new to their positions: Matt Hancock, Minister of State for Digital Policy (DCMS); Andrew Percy, Minister of the Northern Powerhouse (DCLG); and Jo Johnson, Minister of State for Universities and Science.

If successful the Exhibition would dovetail with the National Media Museum's plans for £7.5m investment into the Museum.

The details of the programme and activities will be developed in more detail if the bid is successful. Communities, local and regional partners will be invited to be involved with contributing to the programme content.

The Great Exhibition of the North held in Bradford will bring the following benefits:

- Inspiring young people about their futures - exposing them to the breadth of career options and learning opportunities featured in the Exhibition.
- Inspiring civic pride
- Increasing inward investment opportunities
- Attracting students to study in the University of Bradford and local Colleges
- Attracting and retaining talent, particularly in the creative & design industry, growing the digital technology business community and increasing the number of retained graduates
- We believe that the transformational impact of the Great Exhibition in Bradford District will be substantial and greater than other bidding venues
- Strengthening and nurturing the network of creative and cultural organisations in Bradford and wider across the North
- Increase the capacity and capabilities of creative and cultural organisations to grow the local creative economy
- Challenge perceptions of Bradford held outside Bradford and in the Media
- Strengthening community cohesion - diverse communities will come together in Bradford to get involved and help make it happen.

4. FINANCIAL & RESOURCE APPRAISAL

External expertise has been commissioned from consultants with experience of bidding for national events, creative digital technology and communications.

The forecast costs to deliver the ambitious programme proposed by Bradford is up to £15.7m of which £5m will come from Government and the remaining from Corporate



Sponsorship and funding partners. The programme is designed to be modular and scalable to flex in response to the availability of funding. Three different funding scenarios have been developed to demonstrate what activity can be delivered within each budget envelope.

The Council is committed to making an in kind contribution to development and delivery of the exhibition by a range of services. We will identify other resources as required subject to more detailed planning and exploration of other funding streams. The Council will report on the progress of the bid, programme and finance at regular intervals.

A sponsorship and marketing strategy has been prepared for the interview in September. Predicted sources of income are: Arts Council, Discover England, LEP's, Heritage Lottery, regional sponsorship, national sponsorship, Corporate partners, merchandise, crowd-funding and in kind contributions from partners.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Great Exhibition of the North is associated with the Northern Powerhouse and could be subject to post Brexit referendum delays in Ministerial decisions.

It is proposed that the significant partnership engagement that took place in developing for this bid will place Bradford in a strong position to move quickly to mobilise the plans.

Key risks include:

- a) *Insufficient funds secured to cover the cost of the programme developed*
- b) *Audience numbers are too low and the Exhibition does not have the expected impact*
- c) *The City Centre Venue cannot cope with number of visitors*
- d) *Delays to the appointment of the Creative Director creates delays in implementing the plans for the Exhibition.*
- e) *Security risks from an increase in visitor numbers and mass participatory events.*

Mitigations include:

- a) *Solid and realistic fund raising plan in place, with the Exhibition designed in modular form so it can be scaled up and down, alongside early involvement and fundraising activity with the DCMS Exhibition Board.*
- b) *Compelling content plans for widespread engagement across the north in advance and leading up to the exhibition. Good well-funded marketing and PR plans to be put in place alongside strong media partners and utilizing networks and partnerships with organisations across the north. A Pre-Exhibition programme will be put in place in the run up to build public interest and momentum.*
- c) *Thorough plans with sufficient contingency measures will ensure that events are managed effectively. Easy to use booking systems will ensure a smooth and predictable flow of visitors. Detailed visitor and contingency plans will be*



developed with partners in the police, emergency planning, highways and West Yorkshire Combined Authority transport experts. Public Safety Liaison Group (PSLG) is being informed of the possibility of the event.

- d) *Expressions of Interest are being sought this summer from individuals of suitable high calibre and experience to lead on the creative aspects of the Exhibition to commence the recruitment process in October.*

A Special Purpose Vehicle is proposed to deliver the Exhibition overseen by a Board comprised of the key partners and Sir Gary Verity. The National Media Museum's existing Strategic Advisory Group will oversee the Exhibition elements within the Museum. If unsuccessful, Bradford will seek to secure Legacy funding from DCMS to implement elements of the bid.

6. LEGAL APPRAISAL

Within the current legislative framework and in particular with reference to enabling powers under the Localism Act 2011 there is no reason why the Council should not participate in the competition to become the host of the Great Exhibition of the North.

That said it is important that the Council firstly in doing so complies with its own constitutional governance and standing order requirements to ensure that best value for the investment of any public funds is demonstrable.

Further the Council needs to ensure that any potential appointment / procurement to be contemplated should be clearly made conditionally until success in the process is confirmed in writing.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- The Exhibition will be free and accessible to all.
- One of the central themes of Bradford's bid is mass participation, so everything in the Exhibition will be conceived with the intention of the widest possible access. Content will be designed to have broad appeal to people from all ages and backgrounds.
- All our venues will be fully compliant with the Equalities Act 2010.

7.2 SUSTAINABILITY IMPLICATIONS

The Great Exhibition of the North will feature collaborative innovation workshops for communities, businesses, public sector, students and academics to come together to tackle some of the challenges facing the North of England such as transport, environment, health and sustainable societies.



Great Exhibition of the North aims to minimise its environmental impacts by:

- Developing a sustainable travel plan with delivery partners and offering sustainable travel options within the scope of the marketing strategy
 - Preferential terms for no car; car share; public transport options
- Developing a “Fair Trade” and ethical sourcing policy for event suppliers, exhibitors and customers; support local contractors/suppliers wherever feasible
- Seeking carbon foot-printing as part of supply chain documentation
- Ensuring that the event operates within the Reduce, Re-use, Recycle waste hierarchy
- Food offers at the events are consistent with the Council’s public health priorities

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Public transport options will be promoted to visitors over use of cars to visit Bradford to reduce vehicle emissions. A wayfinding mobile app will be created to assist visitors in navigating the city centre and public transport connections.

7.4 COMMUNITY SAFETY IMPLICATIONS

- Careful planning will be required to ensure the Exhibition can operate safely. External expertise will be brought in to advise regarding security and delivery.
- We will set up a multi-organisational Operational Steering Group as part of our governance structure, which includes representatives from the Police, Media Museum, the Council, and transport providers among others. Its job will be to oversee all operational aspects of the Exhibition.
- We will create a thorough Event Management Plan, overseen by our Operational Steering Group, which will cover all aspects of environmental and security controls, and ensure that all of our delivery partners adhere to appropriate policies and procedures.

7.5 HUMAN RIGHTS ACT

N/A

7.6 TRADE UNION

N/A

7.7 WARD IMPLICATIONS

Affects all wards

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

N/A



8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

Recommended -

That Bradford's bid to host the Great Exhibition of the North is endorsed by the Executive and if successful the Chief Executive can enter into a contract with DCMS in consultation with the Leader and the Director of Finance.

If unsuccessful, to enter into discussions with the winning place to host satellite events in Bradford as part of the Great Exhibition and to seek to secure legacy funds from DCMS to implement elements of our bid.

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

Bradford's bid can be downloaded from the undernoted weblink:

<http://www.gxnbradford.com/>



Report of the Assistant Director, Policy, Programmes and Change to the meeting of Executive to be held on Tuesday 20 September 2016.

R

Subject:

EU referendum response plan

Summary statement:

This report sets out the Council's approach to identifying the implications of the EU referendum vote, and the proposed plan for action.

Sam Plum
Assistant Director of
Policy Programmes and Change

Portfolio:
Corporate

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Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 This report sets out the Council's approach to identifying the implications of the EU referendum vote, and the proposed plan for action.

2. BACKGROUND

- 2.1 At the heart of democracy is the principle that the outcome of a referendum or election is respected, by those who voted as part of the majority result and by those who did not. The decision of the British people to leave the European Union should be respected.
- 2.2 The Council and partner organisations will continue to provide community leadership and will deliver clear messages to emphasise our values as a tolerant, resilient and respectful district. We will continue to work with partners to drive the local economy with a focus on inclusive growth to create prosperity and opportunity for all.
- 2.3 Although many of the consequences of the referendum vote are not fully known, it is important that the Council, working closely with partners, seeks to identify risks and manage them, make the most of new opportunities, and communicate key messages to stakeholders at a time of great uncertainty.
- 2.4 The 23 June referendum on the UK's membership of the EU resulted nationally in 52% of voters in favour of leaving the EU, with 48% voting to remain. In the Bradford district 54% of residents who voted in the referendum voted to leave the EU, with 46% voting to remain.
- 2.5 There were significant variations in voting patterns nationally, and also at a local level with an analysis of Bradford voting by ward largely mirroring national trends. This has highlighted difference of opinion across different social groups.
- 2.6 Until the UK's exit deal with the EU has been made clear, it is not known how existing businesses will be affected in the longer term, and this period of uncertainty will impact on existing businesses' investment decisions. Similarly there is likely to be an impact on future foreign direct investment decisions from companies seeking a foothold in the UK, where access to the common market is a major factor in investment decisions.
- 2.7 The European Structural and Investment Funds programme (ESIF) runs from 2014-20. The Leeds City Region has been allocated £303m for the programme (at Feb 2016 sterling prices). Activity to be supported includes NEET reduction, business support, local/neighbourhood economic development, sustainable urban development, rural economic support, flooding and flood defence and investment in major capital schemes, including broadband provision and transport. The Government has guaranteed funding for projects contracted by the Autumn Statement.



- 2.8 As the government progresses the legislative implications of leaving the EU there is an opportunity for Bradford to influence the direction of travel through conversations direct with government and lobbying through Leeds City Region and Key Cities. There is a real opportunity for power, resources and control to be devolved beyond Westminster, the Local Government Association has a key role to play in negotiating the exit plan.

3. OTHER CONSIDERATIONS

- 3.1 A team of Council officers is providing an on-going focus on the potential and actual implications following the referendum, working closely with partners across the public, private and voluntary and community sectors. Detailed and specific risks and opportunities are being identified and managed, with risks mitigated on an on-going basis. A regular update is being provided to the Corporate Management Team and Executive on developing risks and opportunities, local intelligence and key activity.
- 3.2 Risks and opportunities are being addressed around the following themes:
- Economy
 - Infrastructure and housing
 - Labour market and migration
 - EU funding
 - Council finances
 - Community relations

Appendix 1 provides further detail.

Economy

- 3.3 Bradford is economically outward-looking and globally connected, with a growing culture of entrepreneurialism. That will not change as a result of the UK leaving the EU. Current economic indicators reveal a more positive picture of the national economy than was initially expected immediately after the referendum. To make the most of economic opportunities and manage the risks associated with leaving the EU we will support businesses and work with partners to continue to drive economic growth.
- 3.4 There is an increased risk to foreign-owned firms who are located in the district who currently have access to the EU market. Until the UK's exit deal with the EU has been made clear, it is not known how these companies will be affected in the longer term, and there is a risk that this period of uncertainty will impact on existing businesses' investment decisions. There is also likely to be an impact on future foreign direct investment decisions from companies seeking a foothold in the UK, where access to the single market would be a major factor in investment decisions.
- 3.5 Contact has been made with several businesses who have expressed concerns about the potential future impacts on their trade and expansion. Specific concerns raised by a high tech manufacturing company in the district include the impact on their expansion plans into Europe, the value of future exports, the stability of supply chains from within the EU and the recruitment of staff from within the EU.



The position within West Yorkshire appears to be buoyant currently, with the West Yorkshire Combined Authority Trade and Investment team receiving a high volume of enquiries in the post referendum period.

Indeed a weakened sterling could provide an opportunity for Bradford companies to maximise export opportunities. A Social Enterprise focused on recycling and the re-use of IT materials has seen their income increase by around 20% as much of the materials they recycle are exported overseas.

- 3.6 We will support businesses and the local economy in Bradford by:
- Continuing to market the district as an attractive place for investors, and raise the profile of Bradford District (via the Great Exhibition for the North bid for example).
 - Gathering intelligence at a local level on potential and actual business impacts.
 - Enhancing the account management of key businesses.
 - Working with partners through existing networks to ensure that businesses are provided with advice and support. Engagement will be conducted through well-established channels such as the Chamber of Commerce, Invest in Bradford networks and the Property Forum.
 - Participate in the LEP standing task force to deal with major potential relocations and redundancies.
 - Work with the LEP, UKTI and the Department for International Trade to maximise global trade opportunities.
 - Identify and profile businesses with export links outside the EU as case studies to stimulate growth.

Infrastructure and Housing

- 3.7 The long term impacts on the housing market are not known, although there is potential for house prices to fall in the short term. Combined with the lowering of interest rates this could make housing more affordable for many people, but could also make new housing developments more difficult to deliver, impacting on the availability of new homes.
- 3.8 The government needs to reassure and commit to the delivery of major infrastructure projects such as HS2, Northern Powerhouse Rail and the electrification of the Calder Valley line.
- 3.9 Locally we need to build on our successes working with the private sector to ensure the delivery of projects.
- 3.10 We will address issues around infrastructure and housing by:
- Identifying key areas of critical investment at risk, lobby for UK funded programmes, including as part of the Leeds City Region, and work with partners to identify alternative investment mechanisms.
 - Gathering intelligence through conversations with developers and addressing issues when identified.
 - Considering the impact on the programmes of Registered Housing Providers.



Labour market and migration

- 3.11 EU workers are employed in significant numbers in some sectors, including health and social care and hospitality. It is not known if many will leave the UK or decide not to relocate here.
- 3.12 There may be a shift to come in terms of numbers of international students choosing to study in the UK and Bradford. The numbers of EU students at the University of Bradford have recently been growing. However the balance in terms of student profile towards non EU international students protects the University of Bradford from significant risk.
- 3.13 At this stage it is not known how the UK leaving the EU will impact on migration patterns and demand on public services.
- 3.14 We will work to address issues in terms of the labour market by:
- Liaising with other public sector partners to see what information is available regarding the roles of the EU workforce across different organisations.
 - Monitoring and using intelligence to assess changes to migration patterns and population demographics to support service planning such as demand on school places.

EU funding

- 3.15 The Leeds City Region receives support from the EU in the form of grants as part of the European Structural and Investment Funds (ESIF) programme. The University secures financial support for research and development through programmes such as Horizon 2020. The LEADER South Pennines programme covers parts of the district. The Council has also supported development activity by drawing down transnational funding streams from the EU.
- 3.16 We will ensure there is a focus on securing funding by:
- Identifying key areas of critical investment risk, lobbying for UK funded programmes, including as part of the Leeds City Region, and work with partners to identify alternative investment mechanisms.
 - Maintaining dialogue with civil servants regarding specific projects to secure delivery.
 - Collaborating via the Leeds City Region through the European Officers group.
 - Working with Community Led Local Development partners to identify viable approaches to those programmes.
 - Lobbying through the Local Government Association, Leeds City Region and Key Cities, to make the most of opportunities for power, resources and control to be devolved beyond Westminster.

Council Finances

- 3.17 Current economic forecasts are more positive than had been predicted immediately after the referendum. If the national economy was to change course, a weakening local economy would lead to an increase in unemployment, with greater numbers of welfare claimants and impacts on Council Tax and Business Rates income flows.



- 3.18 The Treasury may decide to rein in public spending, including local government, putting additional pressure on Council budgets, although as yet it has not signalled a greater deepening of austerity measures.
- 3.19 Inflation is currently extremely low. If there were to be shifts in the prospects of the national economy, higher inflation is likely to be one outcome, that would in turn reduce household spending power. This may reduce flows of fees, charges and to some extent taxation to the Council. It will also reduce in real terms the spending power of the Council.
- 3.20 We will deal with potential impacts on Council finances by monitoring national and local factors which may have consequences for Council budgets.

Community Relations

- 3.21 Bradford is a city and district which is rightly and proudly described as being built on immigration. From the 19th century onwards Bradford's wealth was built on the contribution of migrants, from across the UK and the world, many of whom brought their industrial and commercial innovation with them. Bradford is also a City of Sanctuary and has always welcomed people fleeing persecution from all over the globe regardless of race, ethnicity or religion.
- 3.22 The referendum has highlighted divisions nationally across different social groups, with significant variations in voting patterns across wards. But Bradford is a multicultural, modern city. Over the years its citizens have rejected divisive messages, built on intolerance, prejudice or hatred, with integrity, dignity and unity.
- 3.23 The Council, its partner organisations, the voluntary sector and other community groups will continue working to bring people from different backgrounds together, increasing understanding within and between communities. We will continue to support communities by providing clear messages to emphasise our values, and that speak to the concerns of all our district's citizens. It is this approach that has helped build, and will sustain, our tolerant, resilient and respectful society in Bradford District.
- 3.24 The Council has written to all of the community of interest groups it supports and explained that the Leader would be willing to meet with them at appropriate events. As a result the Council for Mosques asked the Leader to speak at the recent remembering Srebrenica event.
- 3.25 Nationally there has been an increase in recorded hate crimes since the referendum, but Bradford has seen no such increase. There is anecdotal evidence of an increase in racial abuse to Bradford citizens, particularly those of European or South Asian heritage.

The Police and Crime Commissioner, Mark Burns-Williamson has recently said *"We need to acknowledge that recent local, national and international events have had an impact on our communities, but I want to offer reassurance that myself and West Yorkshire Police are committed to working together to tackle any hate crime related issues head on and will not be tolerated."*



- 3.26 We will continue to support the district in being more tolerant and inclusive by:
- Increasing the frequency of community tension monitoring. Regular meetings are held with representatives from the wider Bradford community and groups that have in the past expressed a specific interest in supporting during periods where we have faced challenges e.g. EDL demonstrations. Following the referendum decision we have been holding more frequent discussions and spending time focusing on this issue.
 - Encouraging reporting of hate crime and providing reassurance to affected communities.
 - Updating the hate crime strategy and to translate hate crime reporting posters into community languages, distributed via wardens to areas with large migrant communities.
 - Continuing to support the work of Bradford Hate Crime Alliance and the Post Brexit Community Support Action Plan they have developed with partners.
 - Monitoring social media and wider community feeling to help plan and manage appropriate responses.
 - Planning and liaison across agencies to deal with any proposed events and escalations.
 - Continuing with positive cohesion work via community of interest networks, including Central and East European groups to identify concerns and provide support.
 - Listening to the needs and concerns of poorer communities, and building stronger links and understanding between different communities.
 - Ensuring community relations are addressed as a part of our new equality objectives.
 - Promoting and participating in the #LoveBradford event on 15 September to celebrate love, peace and unity.
- 3.27 The Bradford approach has been developed in support of the LEP 12 point plan (see background document – link below), with collaboration on-going with authorities across the City Region to share approaches, learning, information and knowledge.

Next steps

- 3.28 Sharing learning and best practice with West Yorkshire colleagues.
- 3.29 Use of metrics to monitor and assess risks and identify actual impacts.
- 3.30 On-going analysis of local risks and opportunities, informed by local intelligence, and delivery of the action plan outlined above.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Council's approach to identifying risks and opportunities associated with the EU referendum will be met from existing resources. Where such risks are identified, especially in respect of the potential risk to investment through loss of EU funding, services will need to review their activities accordingly. The impact upon Council wide finances will be considered within the refresh of the medium term financial plan.



5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The management of risks will follow our well-established risk management strategy, with risks logged, managed and mitigated via the corporate risk register, with regular reporting and monitoring to the Executive and Scrutiny Committees. Corporate Overview and Scrutiny Committee are considering the impact of the EU referendum and the Council's approach at their next meeting on 6 October 2016.

6. LEGAL APPRAISAL

6.1 The legal implications of the EU referendum decision may be significant, due to the impact of EU legislation on domestic law in the UK, particularly in the regulatory sector. However, until Article 50 is invoked and the UK has formally left the EU there will be no change to the status of EU law within the UK and its effects on domestic law.

6.2 Any proposed exit strategy may address the relationship between EU law and domestic law and give a better indication of the longer term effects of the EU referendum decision.

6.3 Central government could choose to repeal domestic laws that were created by EU law, or they could simply choose to leave the domestic legislation in place, in which case there would be no immediate legal implications. However, even if all domestic laws were to remain unchanged, any future changes to EU law would not be reflected in domestic law unless, of course, the government chose to do so.

6.4 From a local government perspective, there is a potential for legal impact on policy areas subject to EU regulation, such as energy efficiency, waste disposal, trading standards, procurement processes – all areas where domestic legislation is based on EU law. The implications for any of these will not be clear until the government provides an indication of whether the current set of laws derived from EU law will remain or be subject to repeal or amendment.

6.5 Immigration policy is also likely to change and this may have legal implications for local government, particularly in relation to the status of EU nationals in the UK. As well as having a potential effect on eligibility to work, there may be implications for entitlement to benefits and to social housing or local authority assistance.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

In supporting all the people of the district, the Council will continue to consider and give due regard to any disproportionate impacts on particular protected characteristic groups as outlined in the Public Sector Equality Duty (Equality Act 2010). We will continue to put in place local mitigations on new policies and activities, to ensure no one is unnecessarily disadvantaged due to the EU referendum decision.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications arising from this report.



7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no gas emission impacts arising from this report.

7.4 COMMUNITY SAFETY IMPLICATIONS

Section 3.25 of this report identifies the positive steps which will be taken in order to maintain community safety and mitigate the risks associated with increased community tension.

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act impacts arising from this report.

7.6 TRADE UNION

The Council's workforce is comprised of staff from different nationalities, including from EU countries who have the right to work here under EU legislation. Until the UK's exit deal with the EU is confirmed, it is not known how existing workers from EU countries will be affected in the long term. The Leader has said publically that staff who work for the Council who originate from other countries are welcome and needed. The Trade Unions will be kept up to date on any impacts on the workforce, as new arrangements become known.

7.7 WARD IMPLICATIONS

The approach will look to identify and address issues across the whole district. As risks, issues and opportunities are identified at a local level, mitigating action will be taken such as the translating of hate crime reporting posters into community languages.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

9.1 Members are asked to comment on the proposed approach.

10. RECOMMENDATIONS

10.1 To approve the Council's approach to identifying risks and opportunities and the proposed plan for action.

11. APPENDICES

Appendix 1 – Bradford key activity

12. BACKGROUND DOCUMENTS

LEP 12 point plan www.westyorks-ca.gov.uk/WorkArea/DownloadAsset.aspx?id=4294969969



Bradford Key activity following the EU referendum

	Immediate	Medium Term	Longer Term
Economy	<ul style="list-style-type: none"> Enhanced account management of key businesses, investors and developers. Provision of practical information and advice to local businesses, with on-going engagement through well-established channels. Intelligence gathering and analysis, including developer appetite via planning officers, detail on existing levels of European and international trade, and investment intelligence to share with UKTI. Continue to market the district as an attractive place for investors. 	<ul style="list-style-type: none"> A LEP co-ordinated standing task force to deal with major potential relocations and redundancies. To work closely with businesses to take advantage of a weaker Sterling through export markets and tourism; support the sharing of best practice. On-going development and delivery of an inclusive economy, in which everyone can benefit from economic opportunities. 	<ul style="list-style-type: none"> Close liaison across sectors which are potentially affected by loss of significant numbers of EU migrants – health and social care, retail/leisure/hospitality.
Community relations	<ul style="list-style-type: none"> Increased frequency of community tension monitoring. Reassurance and engagement with directly affected groups. Clear messages to emphasise Bradford as a tolerant, resilient and respectful district and a city of sanctuary. Analysis of intelligence to identify underlying issues with longer term plans to mitigate. 	<ul style="list-style-type: none"> Multi-agency liaison and planning to identify and manage demonstrations and potential incidents. On-going development and delivery of an inclusive economy, in which everyone can benefit from economic opportunities. 	<ul style="list-style-type: none"> Power, control and resources to be devolved to a more local level and enable a greater local input in decision making.
Funding and finance	<ul style="list-style-type: none"> Confirm status of current funding arrangements. Identify key areas of critical investment risk. Work closely with Community Led Local Development Partners. Collaboration via Leeds City Region networks. 	<ul style="list-style-type: none"> Council and partners to lobby government to influence new governance and funding arrangements, including any redistribution of money currently going to the EU. Pro-active liaison with government on latest intelligence to influence national policy. 	<ul style="list-style-type: none"> Identify and pursue new sources of funding.

Report of the Interim Strategic Director of Adult and Community Services to the meeting of the Executive to be held on 20 September 2016.

Subject:

S

Outcome of Consultation on the proposed Change to Bradford Council's Contributions Policy for non-residential services

Summary statement:

From 1st April 2015 statutory guidance on charging for care and support under the Care Act is provided in The Care and Support (Charging and Assessment of Resources) Regulations 2014. The new law for adult care and support sets out a clearer and fair approach to charging and financial assessments with one of the drivers of the Care Act 2014 being the portability of care and financial assessments; this would be better achieved if Bradford was to adopt the standard alternative that is used by the surrounding Local Authorities of Leeds, Kirklees, Calderdale, Wakefield and the majority of Local Authorities in England

Prior to any changes being made to the Policy, the Council is required to carry out a formal consultation on the proposed change and this report details the outcome of that consultation.

The report also suggests that consideration should be given to including charges for the Shared Lives Scheme in the Contributions Policy. It also suggests introducing charges for other services not currently charged for under the Policy.

No changes will be made to service users contributions until a full reassessment has been carried out.

Bernard Lanigan, Interim Strategic Director of Adult and Community Services

Portfolio: Health and Wellbeing
Cllr Val Slater

Report Contact: Bev Tyson
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Overview & Scrutiny Area:
Health and Social Care



1. SUMMARY

From 1st April 2015 statutory guidance on charging for care and support under the Care Act is provided in The Care and Support (Charging and Assessment of Resources) Regulations 2014. The new law for adult care and support sets out a clearer approach to charging and financial assessments with one of the drivers of the Care Act 2014 being the portability of care and financial assessments; this would be better achieved if Bradford was to adopt the standard alternative that is used by the surrounding Local Authorities of Leeds, Kirklees, Calderdale, Wakefield and the majority of Local Authorities in England. Prior to any changes being made to the Policy, the Council is required to carry out a formal consultation on the proposed change and this report details the outcome of that consultation.

The report also suggests that consideration should be given to including charges for the Shared Lives Scheme in the Contributions Policy. It also suggests introducing charges for other services not currently charged for under the Policy.

No changes will be made to service users contributions until a full reassessment has been carried out.

2. BACKGROUND

2.1 Current Contributions Policy for non-residential services

Bradford Council's Contributions Policy was implemented originally in 1996 and was revised in August 2012 and is unique to Bradford.

The Care Act 2014 now provides a single legal framework for charging for care and support under sections 14 and 17 supplemented by The Care and Support (Charging and Assessment of Resources) Regulations 2014.

The framework is based on the following principles that local authorities should take into account when making decisions on charging to ensure that they are fair:

- Ensure that people are not charged more than is reasonably practicable for them to pay;
- Be comprehensive, to reduce variation in the way people are assessed and charged;
- Be clear and transparent, so people know what they will be charged;
- Promote wellbeing, social inclusion and support the vision of personalisation, independence, choice and control;
- Support carers to look after their own health and wellbeing and to care effectively and safely;
- Be person-focused, reflecting the variety of care and caring journeys and the variety of options available to meet their needs;
- Apply the charging rules equally so those with similar needs or services are treated the same and minimise anomalies between different care settings;
- Encourage and enable those who wish to stay in or take up employment,



- education or training or plan for the future costs of meeting their needs to do so; and
- Be sustainable for local authorities in the long-term.

The Standard alternative policy outlined in the Care Act is based on the governments guidelines that any service user asked to contribute towards their non residential care package should always be left with “the minimum income guaranteed amount”. This is the means tested benefits that they receive plus 25%.

Due to the design of Bradford’s current Contributions Policy, it is generally more generous than the standard alternative.

Service users with more income are more favourably treated under the Bradford Policy and, broadly, the more income that you have, the more you benefit from the Bradford’s approach. In addition if the service user is in receipt of Severe Disability Premium, Bradford’s Policy is almost invariably more favourable.

For example:

- A pensioner with state pension and attendance allowance only pays £22.73 under the current policy. This could reduce to £16.20 under the proposed policy.
- A pensioner with state pension a private pension severe disability premium and attendance allowance pays £43.14 under the current policy. This could increase to £78.05 under the proposed policy.
- Service users of working age with Disability Living Allowance or Personal Independence Payments with the care component and severe disability premium will pay more under the proposed policy. Currently they pay £43.14 but this could increase to £85.69.

The increases in contributions are in part because the government awards extra benefits for people with disabilities and the Care Act guidelines allow these to be taken into account when calculating the contribution towards care.

All service users would need to be financially reassessed to ensure that service users were in receipt of the correct benefits and that appropriate Disability Related and Housing related expenditure was taken into account.

The Policy ensures that no individual service user, especially those with limited income, contributes more than they can reasonably afford to pay, which will not change even if the proposed changes are implemented.

The income that is collected through the non residential contributions policy is reinvested into the adult social care budget to enable the department to continue to provide services.



2.2 Legislative changes

From 1st April 2015 statutory guidance on charging for care and support under the Care Act is provided in The Care and Support (Charging and Assessment of Resources) Regulations 2014. The new law for adult care and support sets out a clearer approach to charging and financial assessments with one of the drivers of the Care Act 2014 being the portability of care and financial assessments; this would be better achieved if Bradford was to adopt the standard alternative.

The benefit changes with the introduction of Personal Independent Payments and Universal Credit which started to be rolled out in Bradford in November 2015 will have an impact on the current Contributions policy as Severe Disability Premium has no direct equivalent in Universal Credit and this is likely to have a negative impact on the income collected.

2.3 Proposed changes to the current Contributions Policy

2.3.1 The Current Contributions Policy

Bradford Council's current Contributions Policy is composed of the following four components:

- a basic charge
- a charge of 33% of middle rate Disability Living Allowance Care Component/ Attendance Allowance and 33% of Severe Disability Premium.
- a charge on income
- a charge on capital and savings

The total is used to calculate the service user's maximum weekly contribution. Calculating the contribution this way adds an extra level of complexity that is difficult to explain to service users.

2.3.2 The Standard Alternative

The standard alternative would be simpler to administer, would generate more income and is based on a single component as follows:

- The total income of the service user is determined (including capital and savings)
- From this the minimum income guarantee is deducted (this is the amount that the government says that you need for living costs and is based on basic income support/pension credit plus 25%).
- If you have any housing related costs and disability related costs these are also deducted.
- The money remaining is the amount used to calculate the contribution.

2.3.3 Impact on Service Users of changes to the current Policy



There are currently over 3500 service users across the District and the impact of the charging proposals is likely to have a greater impact on the savings and net disposable income of older people and working age adults that have more income, and young people under the age of 25.

Approximately 400 service users (40%) of working age will see an increase of between 25p and £116 per week and approximately 700 service users (34%) of pension age will see an increase of between 2p and £110 per week.

Young people under the age of 25 in receipt of high rate DLA/PIP would see an increase of up to £40 per week once they are in receipt of benefits as an adult; there are currently approx 226 service users under 25, 127 of which are in receipt of high rate DLA/PIP.

By definition virtually all those people receiving a social care service have a disability. However the proposed changes to the contributions policy have the greatest impact on young people under the age of 25 and those people who have acquired savings or have higher levels of income, and certainly above income support levels. In general people with severe and life limiting disabilities are less likely to be earning or acquiring savings.

Approximately 400 service users (40%) of working age will see a decrease of between 13p and £43.70 per week and approximately 450 service users (23%) of pension age will see a decrease of between 8p and £52.49 per week.

2.3.4 Implications of changing the existing Policy

If the proposal is agreed, in order to avoid increased charges, some service users may choose to reduce their care packages or purchase their care on the private market, which will benefit the purchased care budget, rather than the income budget.

The extra income available would depend on choices made in setting a new Contributions Policy - for example, if a higher standard rate Disability Related Expenditure was used or if less than 100% of disposable income were included in the assessment, then less extra income would be obtained.

Changing the existing Contributions Policy to the standard alternative suggested would see potential extra income achieved of approximately £500,000 per year. This figure has been based on a standard policy that would use 100% of net disposable income after any deductions for Disability Related Expenditure and Housing Related Costs.

Whilst every effort has been made to produce accurate figures they should be treated as estimates as the complexities of the policy and the factors taken into account may change



2.4 Further additional recommended changes and additions to the Contributions Policy

In addition to the proposal to amend Bradford Contribution Policy to the Standard alternative used by many other Local Authorities, further additional changes are recommended to the existing Policy to ensure that a comprehensive Contributions Policy is in place across the District which captures all services for which a charge could possibly be made.

2.4.1 Shared Lives

Short Breaks - Currently the charge for Shared Lives short breaks is £8.97 per night which is less than the current charge for short breaks in Learning Disability Services of £11.49. The proposal is to bring Shared Lives in line with Learning Disability Services. There would be a potential increase in income of £6,400 and the change would ensure that all service users would be paying the same charge.

Full Time Placements - Consideration needs to be taken to bring the Shared Lives Full Time Placements under the non-residential Contributions Policy. The current payment system is based on the residential charging model which is not applicable.

The Shared Lives Scheme provides up to 37 full time placements for vulnerable adults. Placements are funded by a combination of housing benefit, client contribution and Local Authority top up with the current average cost of placement to the Department being £124.31 per week (excluding HB).

The service users are not currently put through the financial assessment arrangements but are left with a personal allowance of £72.50 per week. Under the non-residential Contributions Policy the service users would be left with a personal allowance of between £91.38 and £176.38 depending on their income.

This would increase the Local Authorities costs by £50,000 per year. However national research shows that a full time Shared Lives match can save the funding authority £26,000 p.a. for someone with a Learning Disability and £8,000 p.a. for someone with a Mental Health problem.

Research locally (October 2013) showed that there was a saving of over £28,000 per placement for each person with a Learning Disability using Shared Lives on a fulltime basis (compared to alternative housing).

2.4.2 Charging for cost of service - Double Up's

Under Bradford's current Policy, the cost for care visits which require two workers to be present at the same time is calculated on the time taken for the visit rather than the actual cost of the service.

The Care Act 2014 determines that the actual cost of the service has to be used for calculating the Care Account and therefore the actual cost of the service should be used



for calculating the contribution.

If implemented, this change will only affect those service users who have been financially assessed as contributing the full cost of their care i.e. self funders.

Currently there are 417 service users that have two workers present. Of those, 70 pay the full cost of service and 67 have chosen not disclose their financial circumstances and therefore also pay the full cost of their care and in those cases contributions would double with the increase in costs being between £13.75 and £409.06 per week. This could potentially increase income by £10,343.00 per week or alternatively reduce the purchased care budget as the service users would organise their care privately or request a financial assessment.

2.4.3 Charging for care provided in Supported Living

Supported Living is not currently an assessed charge under the existing Contributions Policy. There are currently 221 service users in Supported Living care settings who receive 24/7 support in their Supported Living accommodation. 151 of those service users currently receive other services that do come under the Contributions Policy for which they are assessed as being able to make a contribution towards and are charged. The remaining 70 do not receive any other services and therefore do not make a contribution towards the cost of their care.

If the Supported Living service was to be considered under the Contributions Policy the 151 already being charged will not see an increase in their charge because they are already paying the maximum they can afford to pay. However if the remaining 70 are assessed as being able to afford the minimum contribution of £22.73, this would generate extra income of £82,737 per year.

3. OTHER CONSIDERATIONS - CONSULTATION FEEDBACK

3.1 Consultation process

The initial consultation ran from 29th February to 20th May 2016. A letter and questionnaire was sent out to approximately 3,500 service users. The questionnaire was available on line where a printable version could be down loaded for return in the post and a telephone helpline was available to support service users complete the form and for questions to be answered. A consultation meeting was also held on 12th May 2016 for interested parties to attend.

During the initial consultation period concerns were raised regarding the questionnaire and the level of detail given in the documentation regarding the changes. As a result of those representations, the consultation period was extended to the 10th August 2016 and the Council worked with Keighley Peoples First and Health Watch to further improve the documentation. An amended letter and questionnaire was developed, together with additional examples and was sent out to approximately 3,500 service users.

A further consultation meeting was held on 19th July 2016 for interested parties to attend.



In relation to the Shared Lives proposals, a letter was sent out to 140 service users regarding the short breaks and a meeting was held on 6th May 2016. A 1:1 meeting was held with all 40 service users and carers to discuss the full time placement charges and a meeting was also arranged for 10th May 2016.

3.2 Summary of the results of the consultation questionnaires

723 service users responded to the first questionnaire, a response rate of 21% and 639 responded to the revised questionnaire, a response rate of 18%. A detailed analysis of the responses to each of the questions in the two questionnaires is attached at Appendix 1 and 2 respectively.

In summary, the specific questions asked on the questionnaire and the responses received over the two questionnaires are highlighted below;

Question 1 - The Councils policy is different to the rest of the country do you think it should be changed and made the same?

Response - 39 % of respondents agreed that the Councils policy should be brought in line with the rest of the country and only 28% disagree.

Question 2 - Do you think the standard policy is fair?

Response - This question was only asked in 2nd questionnaire. 45% of respondents agreed that the standard policy was fair. Only 15% strongly disagreed that the proposed standard policy is fair.

Question 3 - Is the standard alternative as described easier for you to understand than the current policy?

Response - The response to this question was evenly split between those agreeing and those disagreeing.

Question 4 - The cost of two workers should be charged for those who can afford to meet the cost?

Response - This issue resulted in a response of 36% agreeing and 38% disagreeing.

Question 5 - The support that service users receive in supported living should be charged for?

Response - This issue resulted in a response of 36% agreeing and 37% disagreeing.

3.3 Feedback from consultation events



In addition to the two questionnaires, two consultation events were also held. Approximately 100 people attended the two events made up of service users, representatives of service users, carers and voluntary organisations. A brief introduction on the proposed changes was given and then facilitated discussion groups were asked to respond to a set of questions. At the events, all parties were offered the opportunity to make comments or written representations on the proposed changes.

Some of the main issues raised include:

- ✘ General comments - During the consultation meetings a range of comments and concerns were raised in relation to the fact that changes to Social Care contributions were even being considered as part of the Councils budget setting process. There were also questions raised as to why alternative options in relation to local decisions were not being considered instead of raising charges e.g. increases to Council Tax or taking the cuts from other Departments.
- ✘ Changing to the standard alternative policy - The general feeling was that Bradford should stay with its existing policy and that the standard alternative was not fair and would leave service users with less money and a poorer quality of life. It seemed that the service users in the 25 years to pension age group would be adversely affected. There were also concerns about Disability Related Expenditure (DRE) and what type of expenditure would be allowed, particularly if the service user had a Learning Disability. The amount of the increase in contributions was also a concern as some service users may see their contributions double under the new policy. The majority did not think that the standard alternative was any easier to understand than current policy.
- ✘ Concerns about the time it will take to do a financial assessment and also that a care assessment should be done at the same time and would there be enough resources available to do this.
- ✘ Charging for cost of service - Double ups - The general feeling was that it was not the fault of the service user if they required two carers so why should they be penalised by being charged for both.
- ✘ Charging for care in the Supported Living Service - The general feeling was that it seemed fair that service users should contribute if they are receiving care but that if charged for this under the standard policy, then they would have less money and a poorer quality of life.

3.4 Results from the shared lives consultation

The Shared Lives Fairer Charging Consultation took place between May and June 2016.



A summary of the feedback is below.

Short Breaks

140 letters were sent out to people using shared lives short breaks about the proposed flat rate increase from £8.97 to £11.49 per overnight. 17 replies were received a 12% response rate.

The questions were:

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
1) The charge for Shared Lives should be the same as for residential short breaks (respite)	1	8	3	1	1
2) Increasing the charge will make no difference to how much I use the Shared Lives service	1	1	6	8	2

The theme of comments was that people felt that they were being expected to pay for more and more aspects of care and support and transport and were unsure how an increase would affect them. Others felt it was a big increase but a fair rate.

A meeting was arranged to discuss the short breaks increase on Friday 6th May 2016 at City Hall but no one attended.

Full Time Shared Lives Services

There are 40 service users who use Shared Lives on a fulltime basis living with 27 Shared Lives carers. Individual 1:1 discussions were held with all the fulltime carers and service users about the potential impact of the Non residential Contributions Policy principles regarding their contribution to the Shared Lives fulltime matches.

Overall service users felt that the proposed changes will make the payment system more straightforward and easy to understand and all were in favour as it does not leave anyone worse off.

A meeting to discuss the short breaks increase was held on 10th May 2016 at City Hall to discuss the issue and only 1 person attended who was in favour of the new system.

3.5 Feedback from Health and Social Care Overview and Scrutiny meeting held on 8



September 2016

The outcome of the public and service user consultation outlined in sections 3.1 to 3.4 above was considered by the Health and Social Care Overview and Scrutiny at its meeting on 8 September 2016. The Committee resolved:

- 1) That consideration be given by the Executive to a more incremental approach to the standard assessment process.
- 2) That, on the assumption that the changes to the Contributions Policy be approved by the Executive, an update report be submitted to the Committee in six months and to include consideration of ways to improve consultation with vulnerable groups.

4. FINANCIAL & RESOURCE APPRAISAL

In finalising the budget for 2016/17 onwards at Council on 25 February 2016, the Director of Finance report Document R 'The Council's Revenue Estimates for 2016-17 and 2017-18 was agreed.

The report included proposal 3A1 and identified additional income of £466,000 in 2016/17 and a further £611,000 in 2017/18 as a result of 'Changes to the Contributions Policy for Adult Social Care' a total of £1,077,000 in a full year.

Revenue Implications (£000)	2017/18
Estimated costs and savings	
4.1 Move to a standard contributions policy	500,000
4.2 a Shared Lives fairer charging	(50,000)
b Shared Lives short breaks charges	6,400
4.3 Charging full cost of service - Double Up's	537,800
4.4 Charging service users in supported living	82,700
Net cost or saving (-)	1,076,900

Any shortfall in the achievement of that identified income will need to be found from elsewhere within the Adult Social Care budget.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no risk management or Governance issues in relation to this report.

6. LEGAL APPRAISAL

The Care Act 2014 now provides a single legal framework for charging for care and support under sections 14 and 17 supplemented by The Care and Support (Charging and Assessment of Resources) Regulations 2014.



The framework is based on the following principles that local authorities should take into account when making decisions on charging:

- Ensure that people are not charged more than is reasonably practicable for them to pay;
- Be comprehensive, to reduce variation in the way people are assessed and charged;
- Be clear and transparent, so people know what they will be charged;
- Promote wellbeing, social inclusion and support the vision of personalisation, independence, choice and control;
- Support carers to look after their own health and wellbeing and to care effectively and safely;
- Be person-focused, reflecting the variety of care and caring journeys and the variety of options available to meet their needs;
- Apply the charging rules equally so those with similar needs or services are treated the same and minimise anomalies between different care settings;
- Encourage and enable those who wish to stay in or take up employment, education or training or plan for the future costs of meeting their needs to do so; and
- Be sustainable for local authorities in the long-term.

The new framework is intended to make charging fairer and more clearly understood by everyone. There is however no single prescribed national charging policy for care services provided in a setting other than a care home (e.g. own home, extra care housing, supported living or shared lives accommodation). Local Authorities have the discretion to decide whether or not to charge and should enter into consultation when deciding how to exercise this discretion. If a Local Authority chooses to charge, a means test based charging policy is required. Any charging policy must be Care Act 2014 and Regulation compliant.

The Regulations determine the maximum amount that can be charged and the minimum amount of income a service user must be left with but charging policies can be more generous. The overarching principle of the new framework is that people should only be required to pay what they can afford and no more than the actual cost of the services.

The Regulations require charging policies ensure that after charging service users are left with enough money to meet their daily living and any disability related costs that are not met by the local authority. This is referred to as the minimum income guarantee (MIG) . The Regulations prescribe the MIG and service users' income cannot be reduced below the MIG. The government has indicated it considers it is inconsistent with promoting independent living to assume, without further consideration, that all of a person's income above the MIG is available to be taken in charges. Local authorities should consider whether it is appropriate therefore to set a maximum percentage of disposable income over and above the MIG to be taken into account in charging. Local authorities should also consider whether it is appropriate to set a maximum charge to help ensure that people are encouraged to remain in their own homes and promote independence and



wellbeing

Consideration should be given to how any charging policy will impact on carer services. Local Authorities are not required to charge a carer for support provided to them. Local Authorities should ensure any charges do not negatively impact on a carer's ability to continue to care.

Any charging policy must be Care Act 2014 compliant and implemented in accordance with the overriding statutory principles so as not to create inequity between existing and new service users.

Consultation must be full and meaningful. A consultation should ensure that all relevant parties receive sufficient information to enable them to provide informed feedback which should be taken into account prior to any final decision being made. The consultation process and timing should be sufficient to enable consultees to be informed of the proposals, raise queries, consider alternatives and respond to the issues and complexities of the proposals whilst remaining coherent, focussed and proportionate. A public body is not bound to act upon the preferred option of consultees but must take full account of any preferred view, expressed opinion and overall feedback. The requirement is for consultation to be meaningful. Clear reasons must be given for not taking a preferred course of action expressed by consultees.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There are currently 3355 service users across the District and the impact of the charging proposals is likely to have a greater impact on the savings and net disposable income of older people and working age adults that have more income, and young people under the age of 25. Young people under the age of 25 will all see an increase of up to £40 per week once they are in receipt of benefits as an adult; there are currently approximately 270 service users in this category. Approximately 400 service users (40%) of working age will see an increase of between 25p and £116 per week and approximately 700 service users (34%) of pension age will see an increase of between 2p and £110 per week.

By definition virtually all those people receiving a social care service have a disability. However the proposed changes to the contributions policy have the greatest impact on those people who have acquired savings or have higher levels of income, and certainly above income support levels. In general people with severe and life limiting disabilities are less likely to be earning or acquiring savings. Approximately 400 service users (40%) of working age will see a decrease of between 13p and £43.70 per week and approximately 450 service users (23%) of pension age will see a decrease of between 8p and £52.49 per week.

The majority of current service users are female and therefore the majority of those affected by the proposed changes are elderly women.

Any proposed changes will pay particular attention to the minimum income buffer required



under current Legislative guidance of Income Support/Guarantee Credit plus 25% when considering the impact of any change to existing policy and the amount of funding available to them to continue to pay their other day to day living expenses.

In mitigation before any individual changes are made as a result of the new proposals clients will still be offered the opportunity to be financially assessed as being able to afford to pay any new charges and those assessed as being unable to pay will not be charged.

An Equality Impact Assessment has been prepared and is attached as Appendix 3

7.2 SUSTAINABILITY IMPLICATIONS

There are no specific sustainability implications in this report.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

N/A

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no specific community safety implications in this report.

7.5 HUMAN RIGHTS ACT

Under the Human Rights Act 1998 it is unlawful for any public body to act in a way that is incompatible with an individual's human rights. Where an individual's human rights are endangered Local Authorities have a duty to balance those rights with the wider public interest and act lawfully and proportionately. The most relevant rights for the purposes of this report are:

- the right to respect for private and family life
- the right to freedom from inhumane and degrading treatment
- the right not to be discriminated against in respect of these rights and freedoms

The obligations on public bodies under the Human Rights Act 1998 require vulnerable individuals their families, carers and relevant members of the public be involved in any consultation process and planning of changes and that planning of change is fair and proportionate.

7.6 TRADE UNION

There are no current Trade Union matters for consideration. However as the work progresses, should any Trade Union implications be identified which need to be considered, will be addressed through the usual consultation mechanisms.

7.7 WARD IMPLICATIONS

There are no specific Ward or area implications in this report.



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

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

Option 1 - Reject the changes to the Contributions Policy along with the proposal to introduce a charge for Supported Living and to charge service users for the full cost of services including double up's. Only accept the Shared Lives proposals in this report potentially generating an additional cost on the purchased care budget of £44,000 in a full year.

Option 2 - Accept all of the changes to the Contributions Policy and adopt the standard alternative policy along with all of the other additional changes in this report potentially generating an estimated additional income or savings on the purchased care budget of £1,077,000 in a full year.

Option 3 - Only accept the changes to the Contributions Policy adopting the standard alternative policy along with the Shared lives proposal and reject the other changes in this report potentially generating an estimated additional income or savings on the purchased care budget of £456,000 in a full year.

Option 4 - Only accept the changes to the Contributions Policy adopting the standard alternative policy along with the Shared lives proposal and introducing a charge for Supported Living and reject the other changes in this report potentially generating an estimated additional income or savings on the purchased care budget of £582,000 in a full year.

Option 5 - Only accept the changes to the Contributions Policy adopting the standard alternative policy along with the Shared lives proposal and introducing a charge for Double Up's and reject the other changes in this report potentially generating an estimated additional income or savings on the purchased care budget of £994,200 in a full year.

10. RECOMMENDATIONS

That the Executive approves Option 2 detailed above which will include an Appeals process where consideration will be given to transitional arrangements for those most adversely affected.

11. APPENDICES



Appendix 1 - Results from the original questionnaire
Appendix 2 - Results from the revised questionnaire
Appendix 3 - Equality Impact Assessment

12. BACKGROUND DOCUMENTS

Document - Health and Social Care Overview and Scrutiny Committee decision from 8th September 2016.

Documents – Executive Committee 23rd February 2016

Documents - Comments from the questionnaires and consultation

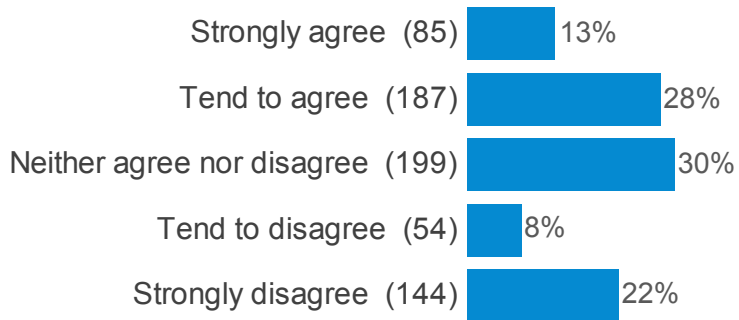


Appendix 1 - Results from the first questionnaire

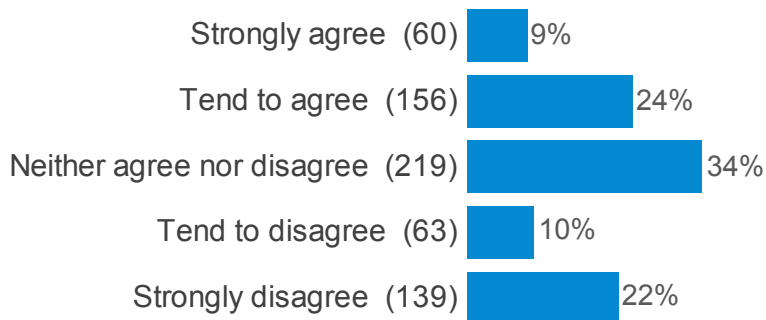
This report was generated on 12 September 2016. Overall 723 respondents completed this questionnaire.

The following charts are restricted to the top 1200 codes.

The Council's policy is different to the rest of the country do you think it should be changed and brought into line with the rest of the country? ()



Is the standard alternative as described above easier for you to understand than the current policy? ()



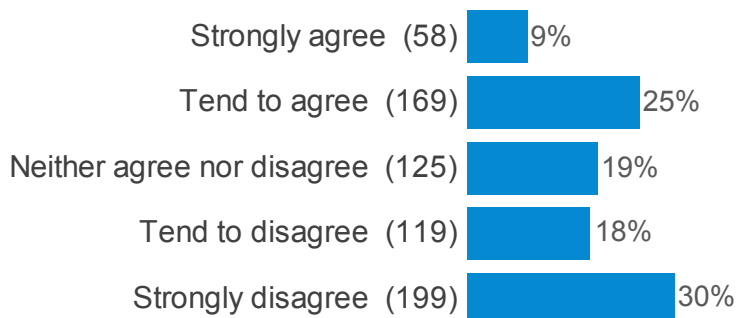
Charging for cost of service - Double ups

Currently in Bradford the cost of care visits which require two workers to be present at the same time are calculated and charged for one worker only.

We are proposing that the actual cost of two carers should be charged for and if a person can afford to pay for the full cost of that they should do so.

Please tick one box for each statement

(The cost of two workers should be charged for those who can afford to meet the cost.)

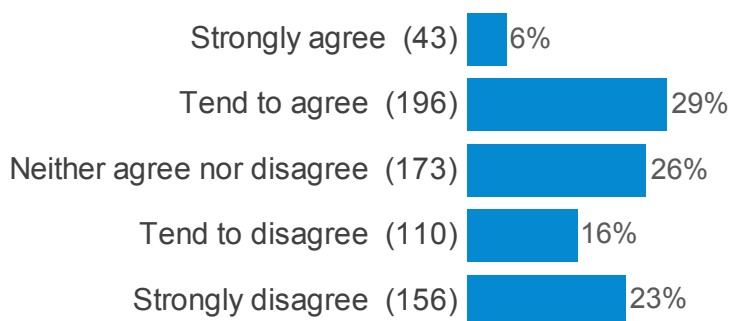


Charging for care in Supported Living Service

If a service user is living in a Supported Living Accommodation, the support that they receive in that accommodation is not currently charged for. The proposal is that these services come under the Contributions Policy and are charged for.

Please tick one box for each statement

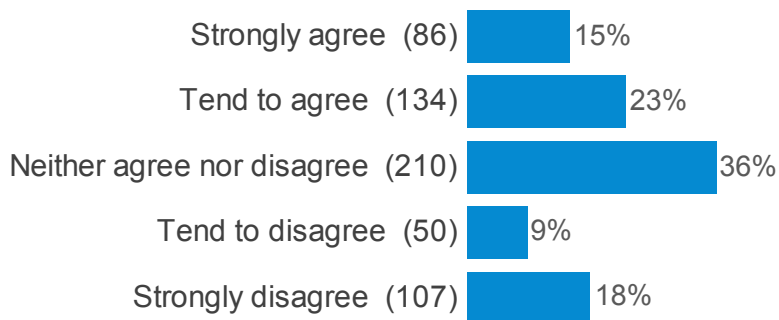
(The support that service users receive in supported living accommodation should be charged for.)



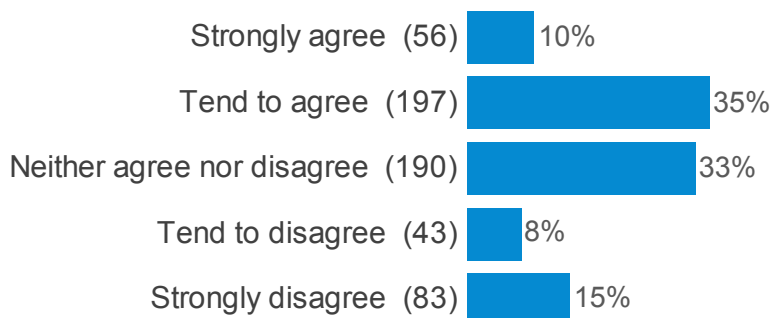
Appendix 2 - Results from the revised questionnaire

This report was generated on 12 September 2016. Overall 639 respondents completed this questionnaire.

The Council's policy is different to the rest of the country do you think it should be changed and made the same? ()

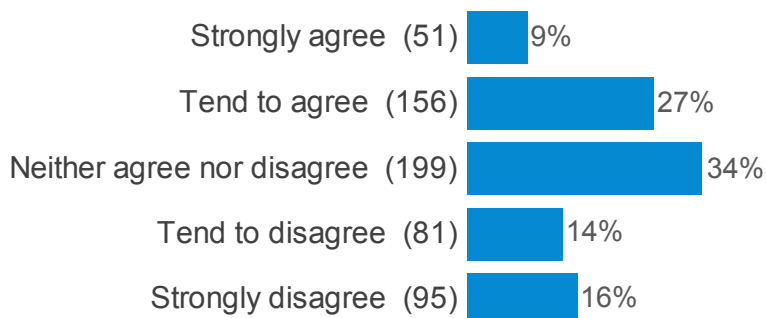


Do you think the standard policy is fair? If not please tell us why in the comments box ()



Is the STANDARD ALTERNATIVE as described above easier for you to understand than the current policy?

()



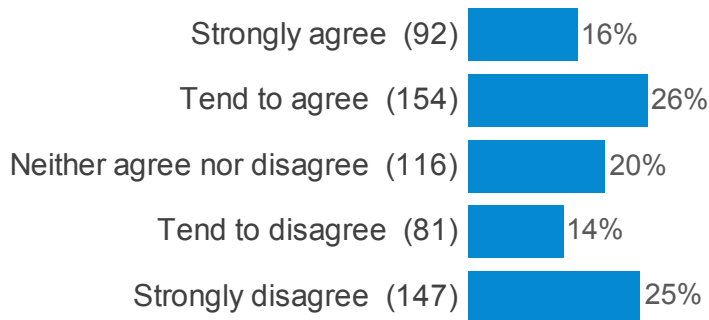
Charging for cost of service - Double ups

Currently in Bradford the cost of care visits which require two workers to be present at the same time are calculated and charged for one worker only.

We are proposing that the actual cost of two carers should be charged for and if a person can afford to pay for the full cost of that they should do so.

Please tick one box for each statement

(The cost of two workers should be charged for those who can afford to meet the cost.)

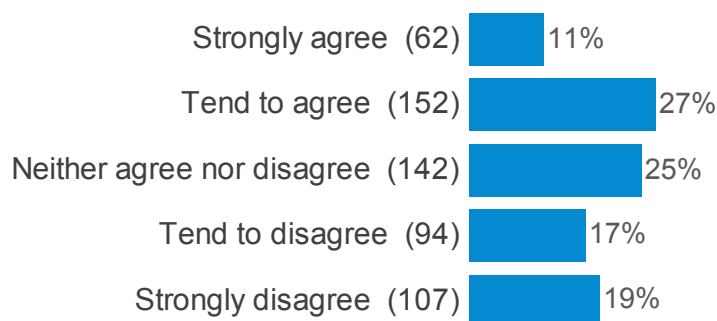


Charging for care in Supported Living Service

If a service user is living in a Supported Living Accommodation, the support that they receive in that accommodation is not currently charged for. The proposal is that these services come under the Contributions Policy and are charged for.

Please tick one box for each statement

(The support that service users receive in supported living accommodation should be charged for.)



Equality Impact Assessment Form

Reference – 3A1
Appendix 3

Department	Adult & Community Services	Version no	4.0
Assessed by	Bev Tyson	Date created	13/11/2015
Approved by	Bev Tyson	Date approved	10/2/16
Updated by		Date updated	
Final approval	Lynn Sowray	Date signed off	12/2/16

Section 1: What is being assessed?

1.1 Name of proposal to be assessed:**Changes to the Contributions Policy for Adult Social Care**

People who are able to reasonably afford it will pay more towards the cost of their non-residential care. Bradford's current policy is generous compared to other authorities and treats people with more income more favourably. No service user would pay more than they can reasonably be expected to afford.

A significant number of service users out of a total of 3,500 would see an increase of between 2p and £116 per week. People with higher levels of income or savings would be most affected.

1.2 Describe the proposal under assessment and what change it would result in if implemented:

Due to the design of Bradford's Contributions Policy, it is generally more generous than the standard alternative contributions policies adopted by the majority of Local Authorities. Service users with more income are more favourably treated under the Bradford Policy, broadly the more income that you have, the more you benefit from the Bradford's approach.

Bradford Council's current Contributions Policy is composed of the following four components:

- a basic charge
- a charge of 33% of middle rate Disability Living Allowance Care Component/ Attendance Allowance and 33% of Severe Disability Premium.
- a charge on income
- a charge on capital and savings

The total is used to calculate the service user's maximum weekly contribution. Calculating the contribution this way adds an extra level of complexity that is difficult to explain to service users

The standard alternative is based on a single component as follows:

- the total income of the service user is determined; from this the Minimum Income Guarantee (their basic income support/pension credit plus 25% buffer) and any housing related costs are deducted.
- an amount for Disability Related Expenditure (DRE) is disregarded. For the figures used in this report we have used a set figure of £10, however some local authorities assess each item of DRE separately.

After the above has been applied for the figures used in this report we have taken 100% of the remaining disposable income into account to calculate the service user's maximum weekly contribution, a lower percentage may be used.

The standard alternative would be simpler to administer. There are currently over 3500 service users across the District and the impact of the charging proposals is likely to have a greater impact on the savings and net disposable income of older people and working age adults that have more income and young people under the age of 25. Young people under the age of 25 in receipt of high rate DLA/PIP would see an increase of up to £20 per week once they are in receipt of benefits as an adult; there are currently approx 226 service users under 25 of these 127 (56%) are in receipt of high rate DLA/PIP. Approximately 400 service users (40%) of working age will see an increase of between 25p and £116 per week and approximately 700 service users (34%) of pension age will see an increase of between 2p and £110 per week. By definition virtually all those people receiving a social care service have a disability. However the proposed changes to the contributions policy have the greatest impact on young people under the age of 25 and those people who have acquired savings or have higher levels of income, and certainly above income support levels. In general people with severe and life limiting disabilities are less likely to be earning or acquiring savings. Approximately 400 service users (40%) of working age will see a decrease of between 13p and £43.70 per week and approximately 450 service users (23%) of pension age will see a decrease of between 8p and £52.49 per week.

If the proposal is agreed, in order to avoid increased charges, some service users may choose to reduce their care packages or purchase their care on the private market, which will benefit the purchased care budget, rather than the income budget.

In addition to the proposal to amend Bradford Contribution Policy to the Standard alternative used by many other Local Authorities, further additional changes are recommended to the existing Policy to ensure that a comprehensive Contributions Policy is in place across the District which captures all services for which a charge could possibly be made.

Shared Lives Full Time Placements

Consideration needs to be taken to bring the Shared Lives Full Time Placements under the Contributions Policy. The current payment system is based on the residential charging model which is not applicable and leaves Bradford open to challenge and the possibility of being required to pay compensation.

The Shared Lives Scheme provides up to 37 full time placements for vulnerable adults. Placements are funded by a combination of housing benefit, client contribution and Local Authority top up with the current average cost of placement to the Department being £124.31 per week (excluding HB).

The service users are not currently put through the financial assessment arrangements but are left with a personal allowance of £72.50 per week. Under the fairer charging model the service users would be left with a personal allowance of between £91.38 and £176.38 depending on their income.

Shared Lives Short Breaks

Currently the charge for Shared Lives short breaks is £8.97 per night which is less than the current charge for short breaks in Learning Disability Services of £11.35 the proposal is to bring shared lives in line with Learning Disability Services.

Charging for cost of service – Double Up’s

Under Bradford’s current Policy, the cost for care visits which require two workers to be present at the same time are calculated on the time taken for the visit rather than the actual cost of the service. The Care Act 2014 determines that the actual cost of the service has to be used for calculating the Care Account and therefore the actual cost of the service should be used for the calculating the contribution. If implemented, this change will only affect those service users who have been financially assessed as contributing the full cost of their care i.e. self funders.

There are 417 service users that have two workers present. Of these 70 pay the full cost of service and 67 have chosen to pay the full cost of their care and not disclosed their financial circumstances. Their contributions would double with the increase in costs being between £13.75 and £409.06 per week.

Charging for care provided in Supported Living

Supported Living is not currently an assessed charge under the existing Contributions Policy. There are currently 221 service users in Supported Living care settings who receive 24/7 support in their Supported Living accommodation. 151 of those service users currently receive other services that do come under the Contributions Policy for which they are assessed as being able to make a contribution towards and are charged. The remaining 70 do not receive any other services and therefore do not make a contribution towards the cost of their care.

If the Supported Living service was to be considered under the Contributions Policy the 151 already being charged will not see an increase in their charge because they are already paying the maximum they can afford to pay. However, if the remaining 70 are assessed as being able to afford the minimum contribution of £22.73.

Section 2: What the impact of the proposal is likely to be

The Equality Act 2010 requires the Council to have due regard to the need to-

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

No

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

No

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

This proposal is likely to have a disproportionate impact on older people and working age adults with disabilities who have more income and young people under the age of 25 in receipt of high rate Disability Living Allowance/Personal Independence Payment.

There are currently over 3500 service users across the District and the impact of the charging proposals is likely to have a greater impact on the savings and net disposable income of older people and working age adults that have more income and young people under the age of 25. Young people under the age of 25 in receipt of high rate DLA/PIP would see an increase of up to £20 per week once they are in receipt of benefits as an adult; there are currently approx 226 service users under 25 of these 127 (56%) are in receipt of high rate DLA/PIP. Approximately 400 service users (40%) of working age will see an increase of between 25p and £116 per week and approximately 700 service users (34%) of pension age will see an increase of between 2p and £110 per week. By definition virtually all those people receiving a social care service have a disability. However the proposed changes to the contributions policy have the greatest impact on young people under the age of 25 and those people who have acquired savings or have higher levels of income, and certainly above income support levels. In general people with severe and life limiting disabilities are less likely to be earning or acquiring savings. Approximately 400 service users (40%) of working age will see a decrease of between 13p and £43.70 per week and approximately 450 service users (23%) of pension age will see a decrease of between 8p and £52.49 per week.

The Shared Lives Scheme provides up to 37. Under the proposals the service users would be left with a personal allowance of between £91.38 and £176.38 depending on their income as apposed to £72.50 currently.

Charging for double up's, there are 417 service users that have two workers present. Of these 70 pay the full cost of service and 67 have chosen to pay the full cost of their care and not disclosed their financial circumstances. Their contributions would double with the increase in costs being between £13.75 and £409.06 per week.

Charging for supported living, there are currently 221 service users in Supported Living.

If the Supported Living service was to be considered under the Contributions Policy the 151 already being charged will not see an increase in their charge because they are already paying the maximum they can afford to pay. However if the remaining 70 are assessed as being able to afford to contribute they will have to start to make a contribution. This amount will depend on their income.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Impact
Age	H
Disability	H
Gender reassignment	N
Race	L
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	M
Marriage and civil partnership	N
Additional consideration:	
Low income/low wage	M

2.5 How could the disproportionate negative impacts be mitigated or eliminated?

The current Contributions Policy ensures that no individual service user, especially those with limited income, contributes more than they can reasonably afford to pay. That principle will not change under this proposal and all existing service users will have a new financial assessment with help to maximise benefits. There is also an appeals process if the service user cannot afford any newly assessed contribution

Section 3: What evidence you have used?

3.1 What evidence do you hold to back up this assessment?

A snapshot was taken of existing service users and the above proposals were implemented against the information we held.

3.2 Do you need further evidence?

A new financial assessment would be needed for all existing service users to ensure that we had the correct financial information on which to base the new contribution.

Section 4: Consultation Feedback

4.1 Results from any previous consultations

None Done

4.2 Your departmental feedback

N/A

4.3 Feedback from current consultation

Concern was expressed that the change in policy will have a disproportionate impact on low income groups.

It was also suggested that the process needs to be reviewed to ensure its fair for all service users e.g. not everyone who gets benefits gets everything for free and those with small savings have to pay.

4.4 Your departmental response to this feedback – include any changes made to the proposal as a result of the feedback

When people are financially assessed their outgoings including home maintenance are taken into account. People can also appeal against a decision if they feel they cannot afford to pay.

The basis of the proposal is that people are assessed in line with most other local authorities and based on people's assessed ability to pay. The current policy has a system of appeal in place and this will also continue to be the case.

The intention and practice continues to be the equitable application of all Council policies

Report of the Strategic Director of Children's Services to the meeting of Council Executive to be held on 20th September 2016.

T

Subject:

Update to Council Executive on the progress and development of the 9 Point Strategic Response to CSE.

Summary statement:

This report provides an update to the report presented to the Council Executive on 13th January 2015 and subsequently to the District's Area Committees regarding the issue of child sexual exploitation (CSE). It particularly focuses on the 9 Point Strategic Response to CSE and how it is used by BSCB and partners in work to drive improvements across the District's safeguarding partnership and to hold agencies to account for their work in this area.

Michael Jameson
Strategic Director of Children's Services

Portfolio:

Children's Services

Report Contact: Paul Hill
Manager of Bradford Safeguarding Children Board
Phone: (01274) 434361
E-mail: paul.hill@bradford.gov.uk

Overview & Scrutiny Area:

Children's Services



1. SUMMARY

- 1.1 This report provides an update to the report presented to the Council Executive on 13th January 2015 and subsequently to the District's Area Committees regarding the issue of child sexual exploitation (CSE). It particularly focuses on the 9 Point Strategic Response to CSE and how it is used by BSCB and partners in work to drive improvements across the District's safeguarding partnership and to hold agencies to account for their work in this area.
- 1.2 **There is significant public concern regarding the issue of CSE. Members of the public with information that suggests children may be at risk of CSE regularly contact West Yorkshire Police or Bradford Children's Services and these concerns are followed up by the multi-agency CSE Hub. Information from the public is invaluable in helping to protect children from CSE and other safeguarding risks. Any member of the public wishing to share information about potential risk to a child should contact either the Police on 101 or Bradford Children's Specialist Services on 01274 435600.**
- 1.3 In appendix 1, detailed information is provided regarding the activity of the multi-agency CSE Hub during the business year April 2015 – March 2016. An in depth break down is provided of the workload of the Hub on one particular day: 29th March 2016.
- 1.4 This report presents the revised BSCB 9 Point Strategic Response to CSE in Appendix 2 and provides illustrative examples of progress made and continuing challenges in preventing, tackling and dealing with the consequences of CSE across the Bradford District.
- 1.5 The report also explains how the 9 Point Strategic Response is used by BSCB in its work to drive improvements across the District's safeguarding partnership and to hold agencies to account for their work in this area.
- 1.6 Appendices 3, 4 and 5 represent three key action plans and improvement plans for which BSCB is responsible:
- The Joint Targeted Area Inspection Action Plan;
 - The action plan resulting from the BSCB review of the multi-agency Hub, and
 - The action plan resulting from the CSE challenge panel.

2. BACKGROUND

2.1 National Context:

Tackling Child Sexual Exploitation continues to be a national priority for central government. The government departments leading this work are the Home Office and the Department for Education.

- 2.2 In 2009, the government guidance "Safeguarding Children and Young People from Sexual Exploitation" contained the following definition of Child Sexual Exploitation (CSE):



“Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability.”

2.3 Nationally, understanding of the complexity of CSE has developed significantly since 2009 and there are currently a range of definitions used in different jurisdictions of the United Kingdom and by some voluntary sector organisations. In early 2016 the government consulted on options for a revised definition of CSE, to which Bradford Safeguarding Children Board (BSCB) made a submission. The government has not yet published the outcome of the consultation.

2.4 The government decision, in 2015, to designate CSE a “national emergency” has reinforced the increasingly high priority given to CSE in local authority and police force areas. Later, this report will provide evidence of increased recognition of CSE and provision of services to those at risk of, or actually experiencing this form of abuse. The Chair of the National Association of Police and Crime Commissioners, Vera Baird QC, stated in July 2016 that the national cost of police efforts to tackle the “growing and tragic menace” of child sexual exploitation could treble to £3bn a year by 2020. This estimate does not include the cost to local authority services, the National Health Service and voluntary sector organisations.

2.5 The 9 Point Strategic Response to CSE

The 9 Point Strategic Response to CSE is appended to this report as appendix 2. This document sets out the key strategic priorities agreed by the member agencies of BSCB. It replaces the original 7 Point Strategic Response which was agreed by BSCB in July 2013, and was adopted in its current form in December 2014. It has subsequently been revised to take account of national and local developments and learning.



- 2.6 The 9 strategic priorities that make up the Response are as follows:
- Our partnership response to CSE is child, young person and victim focused.
 - Partners will develop and resource a multi agency co-located team which will work together to reduce the risk to victims and bring offenders to justice.
 - A training plan will be developed for all professionals and leaders regarding CSE, in particular training and support for schools to identify to pupils and teachers the signs of being groomed for CSE.
 - Faith and community leaders will be assisted in supporting communities through the damage caused by CSE.
 - Support networks will be supported focusing on women and mothers.
 - A specific direct work plan will be developed aimed at boys between 14 yrs and 17 yrs to tackle any unacceptable attitudes regarding the sexual abuse of any person.
 - Partners will work together to develop responses and resources to address the impact of CSE in its varied manifestations across the District's communities.
 - A partnership response will be developed to reduce the opportunities for perpetrators of CSE to traffick and abuse children and young people through the use of all regulatory functions of the Council and its partners
 - Our partnership response includes undertaking multi-agency historic investigations into CSE.

Each of these priorities is now addressed in turn, with examples of initiatives that support the priorities, and areas for further development are highlighted.

2.7 "Our partnership response to CSE is child, young person and victim focused"

This statement describes the expectation that all agencies working with children will focus planning and services on the needs of children, will listen to children and learn from the experiences of children who have used their services. Services provided to the parents and carers are intended to support them in recognising and meeting the needs of their children.

- 2.8 It is a key responsibility of BSCB to ensure that professionals learn from practice experience and that organisations make improvements based on that learning. BSCB has commissioned an independently led serious case review (SCR) into a particular case of CSE, in order to learn how the services provided to a particular child could have been improved. This case is linked to the abuse of a girl by a group of adult men and one male who was a juvenile at the time of the offences. Twelve men were convicted of a number of offences linked to CSE and sentenced in January 2016. This SCR will be published when concluded. There are detailed action plans for all agencies which are based on the recommendations framed by the independently led panel for the review and the progress of agencies in relation to these actions will be monitored and tested by BSCB. The specific action plan for BSCB arising from this SCR is appended (appendix 3).



- 2.9 In addition to undertaking SCR's, BSCB carries out "Challenge Panels" in the course of which a number of cases are looked at in depth. The cases are selected with a theme in mind; some cases are chosen as it is acknowledged that they present particular difficulties for agencies, others are chosen from a random sample to provide an opportunity to view how other, similar, cases have been responded to. Panel members read and analyse multi-agency records regarding these cases and then receive presentations and ask questions of selected front line practitioners and first line managers who have been involved in the cases considered. The panel identifies improvements that can be made in procedures, practice, training and information for professionals across the safeguarding partnerships. Two challenge panels, on 5th December 2014 and 21st March 2016, have looked at the issue of CSE. The BSCB action plan resulting from the 2016 challenge Panel is appended (appendix 5).
- 2.10 All agencies recognise that when a child is at risk of CSE, or has been abused in this way, it places great strain on parents, carers and siblings. BSCB has worked to influence commissioning processes in order to develop new resources to build resilience in families and to increase the knowledge and capacity of parents and carers to keep their children safe from CSE. Parents and carers tell professionals that it can be hard to find support services that work for them and their children. Even when families are in contact with those services, it can be difficult for parents and carers to know how to make sure professionals really understand the challenges they and their children face and to get the best out of the support offered.
- 2.11 Informed by the priorities of the 9 Point Strategic Response, the Council commissioned Barnardo's to deliver a number of preventative group programmes to parents and carers of children where concerns in relation to CSE have been identified. These sessions were subsequently evaluated by a Bradford University academic. The second stage of the project has been for Barnardo's Turnaround, with assistance from national experts, to produce a CSE "Parenting Education Pack". The CSE Parenting Education Pack is a resource that addresses the gap in current service provision to help parents participate and contribute to the safety and protection of their children and teenagers from CSE. The resource gives parents an understanding of CSE; who are the victims/perpetrators (breaking down stereotypes). It also addresses teenage brain development and explores questions such as: "why teenagers take risks"? The pack also explains the 'grooming process' and the effects that this can have on relationships and gives tips on how parents and carers can enable children to be safe online and when using mobile phones and other internet enabled technology. This resource will be launched on October 21st as part of Bradford Safeguarding Week 2016.



- 2.12 Partners will develop and resource a multi agency co-located team which will work together to reduce the risk to victims and bring offenders to justice.
The Bradford District multi-agency co-located CSE Hub is based in Sir Henry Mitchell House in central Bradford. It was established in early 2012 and has developed and grown since first becoming operational. The Hub also has responsibility for managing enquiries into and coordinating support for children who go missing. A number of Elected Members have visited the Hub to familiarise themselves with its operations. In April 2016, the staff group physically located in the Hub was:
- Local Authority: Children’s Services team manager and two social workers, an Intelligence Officer and administrative support;
 - West Yorkshire Police: 12 officers, including specialist missing persons officers, detectives and a CSE Problem Solving Officer;
 - Barnardo’s Turnaround Service including a Service Manager, social workers, outreach workers, a “Night Time Economy” worker and administrative support;
 - A Nurse Practitioner to strengthen information sharing and operational links with Health Trusts.
- 2.13 Certain other agencies and services are not located in the Hub but attend regular meetings and are integral to the multi-agency response. These are:
- Children’s Society “Hand in Hand” Service which provides support services to boys and girls in the Keighley and Airedale area;
 - Blast (Bradford and Leeds Against the Sex Trade) is a campaigning, training and support organisation for young men and boys experiencing CSE;
 - PACE (Parents against Child Exploitation) which provides support to parents and carers of children experiencing CSE; and
 - Local Authority education support services.
- 2.14 The Hub uses the West Yorkshire LSCB consortium safeguarding children procedures and the West Yorkshire CSE risk assessment tool. Each weekday the Hub staff meet to consider new and updated cases in order to provide a prompt response to new concerns. Risk assessment levels for each child known to the Hub are regularly reviewed.
- 2.15 Since the Hub came into existence, data has been collected regarding referrals and risk assessments in order to understand the incidence of recognised CSE in the District and the levels of risk identified for children known to the service. The characteristics, such as age, gender and ethnicity (as set out in appendix 1) of these children have been recorded and information has also been collated regarding persons identified as actual or suspected perpetrators of CSE.
- 2.16 At the time that the Hub was established it was anticipated that there would be a significant increase in the numbers of children in the Bradford District identified as being at risk of CSE and actually abused in this way. It was believed that this would result from a combination of improved awareness of CSE in communities and among professionals and also as a result of bringing to bear on the issue the dedicated focus and increasing expertise of the staff located in the Hub.



- 2.17 In October 2015 it was reported that there had been 431 referrals to the Hub from 1st April 2014 – 31st March 2015. That report also stated that if the trend of the first four months of the 2015/16 year continued, there would be a year on year increase of 29% in referrals to the Hub during 2015/16. Final analysis of data for 2015/16 shows that there were in fact 713 cases referred to the Hub which is an increase of 65%.
- 2.18 Appendix 1 to this document is a detailed report which sets out the data sources used, provides a strategic overview of activity during 2015/16 and a tactical overview of the cases open to the Hub on a particular day (29th March 2016). The report also provides information about CSE crimes in the District, some analysis of the characteristics of offenders and information about locations of concern.
- 2.19 In March 2015 the government announced its intention to establish a national data set and performance measures in relation to CSE. These have not yet been published therefore it is not possible to benchmark performance in Bradford reliably with other LA areas or against national trends. However, all indications are that nationally the rate of recognition of CSE linked offences and identification of victims is increasing.
- 2.20 Key headlines from the appendix are:
- There is a continuing rise in the cases of potential or actual CSE that are referred to the Hub.
 - In the course of 2015/16 there was an average of 54 CSE referrals per month, compared to 36 per month the previous year.
 - 18% of CSE referrals to the Hub are for males.
 - The peak age for males referred to the Hub is 14 years, for females it is 15 years.
 - A break down of cases open on one day (29th March 2016) shows that 13% of cases were assessed as being at high risk, 42% at medium risk and 40% were low risk.
 - In the course of 2015/16, in the Bradford District, 109 crimes were recorded by West Yorkshire Police as “child sexual exploitation crimes”; this constitutes 20% of all sexual offences against children recorded in Bradford during that period.
 - 78% of identified offenders linked to CSE crimes are under the age of 36 while almost 60% are under the age of 25.
- 2.21 In order to illustrate the work of the CSE Hub, two anonymised case examples are provided for the Committee. These illustrate factors that can heighten a child’s risk assessment as well as factors that might increase a child’s resilience and therefore reduce the risk assessment. These short case studies provide some examples of the services that children might receive. In each instance it is clear that the risk to the child can go up and down in the course of their experience of CSE and in the course of receiving support services.



- 2.22 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.
- 2.23 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 as 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.
- 2.24 Beginning in December 2015, BSCB undertook a partnership review of the working of the CSE Hub. This was led by the interim Assistant Director for Children's Services. The multi-agency group leading the review of the Hub met eleven times between 8th December 2015 and 9th June 2016. It included 8 agencies who considered the following issues:
- Current policies and procedures including pathways to services and the West Yorkshire risk assessment tool;
 - Staffing levels, roles and responsibilities;
 - The interface between children missing from home or care, CSE and the work of the Integrated Assessment Team;
 - The interface between the local authority children's services long-term social work teams and the CSE Hub;



- Support for victims;
- Support for staff;
- Recording systems;
- Data analysis;
- Quality of practice;
- Work with communities.

2.25 The final report of the review of the Hub was accepted by BSCB in July 2016. The report resulted in the development of a detailed framework for professionals working with children who experience or are at risk of sexual exploitation. This is underpinned by revised detailed practice guidance for all agencies located in and working closely with the Hub. A detailed plan containing 18 actions to be delivered by specific services has been developed. Named agencies are accountable to BSCB, through the CSE and Missing Sub Group for the delivery of these actions and are required to provide evidence of impact. This impact will be tested through the BSCB programme of audit and challenge panels. A summary report of the work of the review can be accessed on the BSCB website: [http://www.bradford-scb.org.uk/cse/documents/\(FINAL\)%20CSE%20Hub%20REVIEW%20REPORT%20-%20May%202016.doc](http://www.bradford-scb.org.uk/cse/documents/(FINAL)%20CSE%20Hub%20REVIEW%20REPORT%20-%20May%202016.doc)

2.26 The review provides evidence of the necessity for clearer pathways into therapeutic services for children and adults who have experienced sexual exploitation. This is an issue highlighted in national reports as well as local work. A specific multi-agency group has been identified to map current therapeutic provision, to identify priorities for commissioning and to provide a future report for the Health and Well Being Board. In addition, the West Yorkshire Children's Services Directors, with support from the Office of the West Yorkshire Police and Crime Commissioner are leading work to develop a West Yorkshire wide approach to commissioning therapeutic support for victims of CSE.

2.27 The review demonstrated the importance of ensuring that all partners provide a high quality and prompt response to all incidents of children going missing from home or from care. Children who go missing may be vulnerable to a range of crimes and other forms of harm. However, there is strong evidence from national research that a very significant risk for such children is of CSE. There has been significant progress by the partnership to improve responses to children who go missing from home or care and it is noted that the Children's Services Overview & Scrutiny Committee plans to receive a report about this work.

2.28 A training plan will be developed for all professionals and leaders regarding CSE, in particular training and support for schools to identify to pupils and teachers the signs of being groomed for CSE

BSCB has a Learning and Development Sub Group which oversees the planning, commissioning, delivery and evaluation of multi-agency safeguarding children training for professionals in the District's services. Each organisation is responsible for the delivery of single agency safeguarding training to its staff and must provide the Sub Group with assurance that this training is of an appropriate standard and is accessed by all relevant staff.



2.29 BSCB delivers CSE training for professionals and leaders using a two-tier approach. An e-learning course, entitled “Safeguarding Children from Abuse by Child Sexual Abuse” is available for use by all staff working with families and children and those who are in leadership positions, making decisions about and scrutinising safeguarding services. To date, more than 1800 staff in the District have successfully completed this on line course.

2.30 Professionals who have key responsibilities to keep children safe are invited to attend “CSE Advanced Practitioner Training”. This face to face training is delivered by local subject experts and has so far been completed by 119 professionals. In the course of 2016/17 there will be a total of 180 places offered on this course. The learners’ experiences are thoroughly evaluated and they are followed up to establish how this training has impacted on their working practices. One recent learner provided the following feedback:

Very well prepared and thought provoking day. Professionally making you think about cases and how we can identify and help children and families who may be at risk or are been exploited A MDT [multi-disciplinary team] approach worked really well to see other aspects of care that families and young people may need. The exercise throughout the day made the professionals think from a family member point of view and challenge ourselves. Overall fantastic day! Will definitely recommend.

2.31 Raising awareness of CSE in education settings both for children and staff is a key priority for BSCB. In addition to accessing the on line and advanced practitioner training in respect of CSE, a number of schools and colleges have engaged the training and awareness raising services of key voluntary sector partners: BLAST, The Children’s Society Hand in Hand Project and Barnardo’s Turnaround Project. Some of these interventions have been funded through a West Yorkshire - wide project established by the Office of the Police and Crime Commissioner in agreement with the West Yorkshire Directors of Children’s Services group.

2.32 The local authority has previously commissioned an educative drama tour of the District’s secondary schools highlighting the risk of CSE to year 10 students. More than 4500 students saw this play: “Somebody’s Sister, Somebody’s Daughter”. For some time, partner agencies have wished to develop a similar, age appropriate product for primary school pupils who are approaching transition to secondary school. Some funding was provided by the West Yorkshire Police and Crime Commissioner (PCC) which has enabled BSCB to support the development of a play and supporting educative materials aimed at Primary School pupils. This play is entitled “Mr Shapeshifter” and highlights how children may be groomed and harmed through naive use of smart phones and other internet enabled devices.



- 2.33 Using the funding provided by the PCC it was possible to arrange a short tour of the play to 9 primary schools in the District and 8 performances have now been completed and evaluated. The feedback from the schools has been positive. A senior member of staff in one Bradford primary school stated:
- “The children were keen to chat about [the play] afterwards. We had good responses, it was definitely understood (I wasn’t sure at first that it would be). The acting was very high quality and the pitch – superb for year 6”.*
- 2.34 As a result of the positive evaluation of the 8 performances to date, funding is being sought for an initial tour of 60 – 90 Bradford District primary schools during the 2016/17 school year. The target audience for performances are year 6 pupils. The intention is that teachers will be provided with materials to prepare children for the performances and there will also be materials to support post – performance lessons. Staff from a range of support services: Safer Schools Officers, Turnaround, Blast or Hand in Hand staff would also be present at schools during and after performances to provide support to pupils and staff. A full evaluation of the impact of performances will be provided.
- 2.35 Key decisions made by the Council have demonstrated a strong commitment by elected members to ensuring that they have a good awareness of CSE and that they and council officers make a full contribution to the District’s 9 Point Strategic Response. At the Full Council Meeting of 12th July 2016, members accepted the recommendation of the Governance and Audit Committee to amend the Members’ Code of Conduct to require all Members and Co-opted Members of Council to complete CSE training. BSCB is seeking assurance from the Council’s Member Development Manager who is charged with ensuring that all Members are able to fulfil this requirement. As of 8th September 2016, 51 Members of Council have completed CSE training. All current elected and co-opted members whose period of service commenced prior to May 2016 are required to have completed this training by 11th November 2016. All current elected and co-opted members whose service began in or after May 2016 are required to have completed this training by 11th February 2017.
- 2.36 Faith and community leaders will be assisted in supporting communities through the damage caused by CSE.
CSE can cause considerable damage to communities and has serious implications for community cohesion. Myths and untruths about the incidence, causes and risk factors for CSE also create the potential for CSE to be ignored, minimised, or incorrectly associated with particular communities. This can in turn lead to the risks to some children not being recognised, therefore increasing their vulnerability.
- 2.37 While the harm caused to victims of CSE is commonly recognised, there are less commonly recognised implications for the spouses, families and wider social networks of perpetrators. There are also identifiable groups of people who seek to exploit such situations by claiming that perpetrators come from one community or faith, the potential impact of this being to cause disharmony within the District. Community and faith leaders have significant influence and it is important that they



are supported and briefed in order to discuss this topic sensitively and effectively, recognising the seriousness of crimes committed by perpetrators. They should also collaborate to rebut any inaccurate or inflammatory comments made by those who wish to cause disharmony.

- 2.38 BSCB has worked closely with West Yorkshire Police and the Community Safety Partnership to ensure that key leaders in the District have access to training and awareness raising events to improve their understanding of the issue of CSE. When a particular challenge to the District is identified, for example the likelihood of public concern due to a high profile case, trial or publication of a report about CSE in the District, specific plans are made to minimize the risk of damage to the community. This plan includes arrangements for briefing and advising key community and faith leaders so that they can speak authoritatively about the issue and if necessary challenge myths and untruths.
- 2.39 Support networks will be supported focusing on women and mothers.
It is recognised that parents and carers require support and advice regarding CSE. Working with PACE, Barnardo's and other partners, preventative services have been developed in Bradford to ensure that this is available. However, local professional experience demonstrates that women, particularly mothers, are especially influential in families and communities. In relation to CSE they may be the mothers of or be otherwise related to the victims or they may be the wives, mothers or be otherwise related to the offenders. For these reasons, BSCB has sought to promote the setting up of a network to give peer support to women and raise awareness of this crime.
- 2.40 The Muslim Women's Council (MWC), in conjunction with the Keighley Association Women and Children's Centre (KAWACC), has successfully secured funding from partners outside Bradford to establish the "Fragile" project. This project has recruited skilled staff to work with women and girls in the BEM community to raise awareness of safeguarding issues, including CSE. Working individually and in groups, women and girls are provided with key information, including how to report concerns. Individual support is accessed for women and girls to support them through and after disclosure of concerns.
- 2.41 This project has now been running for one year and is represented on the BSCB CSE and Missing Sub Group. The project lead has agreed that Fragile workers will present their learning to the Sub Group about "what works" in raising awareness of CSE, developing confidence to seek help and to refer concerns to agencies.
- 2.42 A specific direct work plan will be developed aimed at boys between 14 yrs and 17 yrs to tackle any unacceptable attitudes regarding the sexual abuse of any person.
BSCB has supported a successful application by MWC and KAWACC for 12 months funding from the Community Safety Fund to recruit male staff to develop the Fragile model for work with men and boys in the BEM community. This project will work in partnership with other VCS organisations that are developing expertise in working with men and boys as potential perpetrators as well as potential victims of sexual exploitation.



- 2,43 Further work is required by partners to review the current work being undertaken in the District to work with young people, particularly boys and young men to improve professional understanding of what interventions are effective in challenging attitudes and risk factors that might make a male vulnerable to becoming a potential perpetrator or a potential victim.
- 2.44 Partners will work together to develop responses and resources to address the impact of CSE in its varied manifestations across the District's communities.
Representatives of BSCB and partners have arranged a number of innovative events and speaking engagements to encourage awareness and discussion of CSE within particular communities. Working with key representatives of the District's Sikh community and elected members, BSCB speakers have attended meetings in Gurdwara to contribute to discussions about CSE. In addition, BSCB arranged and funded a performance of "Somebody's Sister, Somebody's Daughter" as part of an event that included speakers from the Sikh community and a panel discussion with representatives from the Council, Police and BSCB. This event was attended by more than 600 people.
- 2.45 BSCB and representatives of the Council and West Yorkshire Police have spoken at a number of events in Mosques and Masjid across the District, and at the Professional Muslim Institute. These events have served to both raise awareness of CSE and to encourage specific community initiatives such as "Together Against Grooming", which is in turn part of the "Community Alliance Against Sexual Exploitation".
- 2.46 Dialogue with community groups has identified considerable concern about the options for prosecution and diversion of actual and potential perpetrators of CSE. West Yorkshire Police, supported by partners, invests considerable resource in gathering evidence to prosecute perpetrators of CSE offences. There have been a considerable number of prosecutions resulting from the work of the Hub, some of which have been detailed in earlier reports to this Committee and to the Council executive.
- 2.47 There are instances in which there is not an option to prosecute a suspected perpetrator, for example because there is insufficient evidence, in which case there would normally be no further action as a result of the investigation. In appendix 1 to this report, page 29, there is a table that sets out outcomes to criminal investigations including outcomes that result in no charge. Research and experience of offender management services indicates that without the option of an intervention to address offending behaviour there is a risk of escalating criminality. An option being piloted locally, with the support of the Community Safety Partnership, is the Insight Programme.
- 2.48 The ambition of the Insight Programme project is to place a greater emphasis on these offenders recognising the impact of their actions and the harm caused. The project is developing a bespoke programme which adapts the most appropriate intervention dependant on the assessment of the individual perpetrator. This will be based on their level of responsibility, remorse and motivation.



- 2.49 Perpetrators will be referred on to the Insight programme, as an intervention by the Police if the Police are unable to prosecute and the alternative is no further action. It can also be used for sentenced individuals to undertake as part of their Court order. The programme during the initial period will only focus on low and medium risk cases.
- 2.50 The Insight Programme will involve two Insight volunteer facilitators meeting with the individual to assess them and then to organise these individuals being involved in restorative meetings with those affected/involved by this type of crime. This will not be their direct victim/s. The individuals will have to attend the meeting and talk about what they have done and who has been affected. They will then listen to people, or hear through the use of varied materials, the potential consequences of such behaviour. The meeting will then look at what they will do to ensure that they are not involved in similar behaviour in the future. Attendance at these meetings will be recorded and referred to in the future should that individual be involved in any further CSE related behaviour. This will evidence that they are aware of the impact of their actions and it can be used as evidence of bad character.
- 2.51 The Corporate Overview & Scrutiny Committee received a detailed report regarding the Insight Programme on 3rd February 2016.
- 2.52 A partnership response will be developed to reduce the opportunities for perpetrators of CSE to traffick and abuse children and young people through the use of all regulatory functions of the Council and its partners
BSCB has supported a successful bid to the Community Safety Fund to maintain the Barnardo's "NightWatch" scheme with a specific focus on Bradford. The Department of Education had previously provided 12 month's funding for a West Yorkshire-wide scheme. A national evaluation of the first 12 month's operation is awaited. However, the tangible local impact of the scheme, not least the contribution to developing and delivering a programme of mandatory CSE training for private hire operators and drivers, led to BSCB making a bid for further funding, focused solely on the Bradford District.
- 2.53 The Barnardo's NightWatch initiative, which is funded by Bradford's Community Safety Partnership April 2016 – March 2017, aims to raise awareness of child sexual exploitation by offering advice, guidance, support and training to businesses, services and the general public.
- 2.54 NightWatch places particular emphasis on helping the night time economy to recognise, respond and report CSE and play a part in keeping children safe after dark.
- 2.55 The NightWatch Programme content includes exploration of the following themes:
- What is Child Sexual Exploitation?
 - CSE Multi-Agency Hub (who they are & what they do)
 - Grooming – Pattern of control
 - Consent
 - Identifying vulnerability and risk
 - Safeguarding - your role & responsibilities
 - Managing Risk



➤ Reporting, recording and responding to concerns

- 2.56 The following case study is provided to illustrate the application of a range of interventions to drive up safeguarding standards in a licensed business, in this case an independent hotel.
- 2.57 The concern arose from information received into the CSE Hub from a member of the public regarding sightings of children accessing hotel premises during the night time hours. Following an initial visit to the hotel by the Police CSE Problem Solving Officer, a recommendation was made for hotel employees to undertake NightWatch CSE awareness training in order to raise the standard of safeguarding practices within the premises. Five hotel employees took part in the 2.5hr training session which included the Hotel Owner, Senior Duty Manager, Night Manager, Night Porters and Receptionist/Housekeeping Manager. The session highlighted the concerns received by the CSE Hub, allowed the staff team to develop risk management policies and practices to eliminate further concern/risk.
- 2.58 Initial evaluation of the training indicated that participants had moved from feeling 'slightly confident' to 'very confident' with regards to what CSE means, who it affects, recognising the signs and understanding the role they can play in helping to keep children and young people safe. Four participants said that they would 'do something differently' with regards to their professional practice as a result of the training, One participant said that they felt that they were already considering safeguarding within their practice and that they would continue to do this. All participants said that they had found the training beneficial both in a professional and personal capacity.
- 2.59 In order to assess the impact of the training on the safeguarding practice of the business, a number of post training visits were carried out by the Police CSE Problem Solving Officer. Evidence of practice and policy change was provided and no further concerns have been raised regarding the location following this intervention.
- 2.60 The CSE report to Children's Overview & Scrutiny Committee in October 2015 referred to the ambitious programme to train Private Hire and Hackney drivers and operators to recognise the risk indicators of CSE and to respond appropriately. Private Hire and Hackney Carriage operators in the Bradford District have been expected to undertake safeguarding training for several years. Since January 2015 a specific module on CSE must also be completed. More than 3500 drivers and operators have now been trained and the training is mandatory for all new license applicants and applicants for license renewals.
- 2.61 In June 2015 all operators were written to regarding CSE and were provided with copies of poster and leaflets about the issue. The operators are requested to:
- Display the CSE poster in their base for both the public and staff to see.
 - Issue the CSE Do's & Don'ts leaflet to each of their licensed drivers for retention in their vehicle.
 - Check that drivers understand the content of the leaflet, are aware it must be retained in their vehicle and know what to do if they suspect a CSE issue.



- Keep a record of the drivers that are issued with the CSE Do's and Don'ts leaflet. This must include their badge number, date of birth, name and signature of receipt.
- 2.62 Each of these requirements is now routinely checked by Council licensing officers and partners.
- 2.63 Our partnership response includes undertaking multi-agency historic investigations into CSE.
 In this report the term “non recent sexual exploitation” is used to describe investigations into cases that may have occurred more than one year and one day prior to the investigation commencing. Such cases are sometimes referred to as “historical”. It is acknowledged that while offences may be “non-recent” the consequences for the victim are current and on-going. An integral part of the District’s response to non-recent sexual exploitation is the work of social workers, health staff and other providers of therapeutic services to assist survivors in dealing with the consequences of the abuse that they have suffered.
- 2.64 West Yorkshire Police and Bradford Council have developed a partnership response to the issue of historic CSE concerns. A specialist team has been established, known as “Operation Dalesway”, set up in October 2014. Currently this consists of a police inspector, two Detective Sergeants, six Detective Constables, eleven civilian investigators, two police analytical officers, two police Prosecution Team Officers, two social workers (one children’s services specialist and one adult services specialist) and a council researcher. Staffing levels for this service are being kept under review. The service has clear terms of reference which have been agreed by partner organisations.
- 2.65 There are 12 ongoing investigations. 10 of the victims are previously looked after children. 28 arrests have been carried out and 18 people are on bail. The Crown Prosecution Service is conducting reviews on a number of these cases. 127 potential victims have been identified and interviewed. A number have made allegations of sexual and physical assault. Whilst some of the suspects are confirmed dead, 2 have been arrested and are on bail for sexual offences. The enquiry team is taking steps to identify and trace other suspects.
- 2.66 The 9 Point Strategic Response influencing Planning:
 Each BSCB partner agency is required to ensure that service plans that it develops for tackling CSE are consistent with the priorities set out in the 9 Point Strategic Response. Agencies are then accountable for the delivery of these plans to BSCB, via the CSE and Missing Sub Group.
- 2.67 Improvement plans developed by the Council and partners in response to external scrutiny are also aligned with the priorities of the 9 Point Strategic Response. In 2016 Ofsted announced a new programme of multi agency inspection (Joint Targeted Area Inspection, JTAI) covering both the “Front Door” arrangements for social care, as well as an in depth look at an area of multi agency practice through a “Deep Dive”. The first of these themes was “CSE and Children Missing from home and care”. The BSCB coordinated a programme of preparation for inspection which



was led by a high level Leadership Group chaired by the Director of Children's Services as well as a JTAI Programme Board which undertook a self assessment and action planning process. The action plan arising from this work has been mapped to the 9 Point Strategic Plan and is being monitored through the CSE sub group of the Board, which is chaired by the Police. This action plan is attached as appendix 3.

- 2.67 BSCB specifically oversees the implementation and impact of plans that arise from learning and improvement activity. There are three plans attached to this report which are the focus of current BSCB and partners' activity. These are:
- The Joint Targeted Area Inspection action plan (appendix 3)
 - The action plan resulting from the BSCB review of the Hub (appendix 4) and
 - The CSE Challenge Panel Action Plan (appendix 5).
- 2.68 These plans are cross referenced with the 9 Point Strategic Response so that each action is aligned with one of the 9 strategic priorities. The CSE and Missing Children Sub Group is accountable to BSCB and the Independent Chair for ensuring progress on the actions and for gathering evidence of implementation and impact.

3. OTHER CONSIDERATIONS

- 3.1 . There are no other considerations.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The CSE cases requiring social work allocation are included in the normal case loads for social workers working in the Children Specialist Services. In addition to spend on social work teams, Childrens Services currently spends approximately £2.9m on children prevention and support services. Children Services has made resources available from within existing budgets by allocating a team manager, social workers, and a community resource worker to operate within the CSE multi agency Hub.
- 4.2 When looked after children at risk of CSE require specialist provision this is purchased at a weekly cost of £2000 per week for a residential bed (£104,000 a year), rising to £5000 per week (£260,000 per annum) for a secure placement. There are approximately 10-15 young people who require this specialist resource at any given time.
- 4.3 Bradford Safeguarding Children Board (BSCB) sets the procedural framework for all partnership work to keep children safe in the District. This includes keeping children safe from CSE. In addition to this statutory duty, BSCB also has statutory responsibility for ensuring that staff receive multi-agency training to support them in their work, and has statutory responsibility for ensuring that agencies are held to account for their work and that there is a learning and improvement framework in place to ensure that serious case reviews and other challenge and learning processes are effective. A further statutory responsibility is the conduct of a multiagency review of every child death in the District, carried out by the Child



Death Overview Panel. In addition, BSCB plays a role in supporting and planning innovative partnership responses to safeguarding children challenges, such as the establishment of the multi-agency CSE Hub.

4.4 The staffing resource for BSCB is:

- Manager
- Administrator
- Learning and development coordinator
- Learning and development administrator
- Performance and information officer
- Child death reviews manager
- Safeguarding in faith settings worker
- Child Accident reduction coordinator (part time).

In addition, BSCB currently employs an interim deputy manager pending recruitment of a permanent post holder.

4.5 The BSCB staffing and operational funding is provided by a pooled budget totalling £388,840 and a small income generated by charging commercial organisations for safeguarding training. The contributors to this pooled budget are:

- Bradford Council Children's Services £217,700
- Health £148,350
- Police £17,535
- Probation £4,690
- Cafcass £550

4.6 The Council and Bradford Safeguarding Children Board have been successful in securing some additional funding from the West Yorkshire Police and Crime Commissioner to strengthen the District's response to CSE:

- In March 2016 Bradford Council appointed a full time information and data analysis officer to work within the Hub. The first 18 months of this appointment are funded by the Office of the West Yorkshire Police and Crime Commissioner. At the conclusion of this initial funding agreement, it is expected that the local authority will take steps to continue the funding of this post from base budget.

- The PCC provided funding for further preventative work in schools which in Bradford was used to develop and tour a primary school play regarding CSE and related issues of child safety, as described in paragraphs 2.28 – 2.29, above.

4.7 Successful applications to the Community Safety Fund (a fund which is delegated to each West Yorkshire local authority area by the Office of the Police and Crime Commissioner) support the work of:

- The Barnardo's Night Time Economy Worker;
- The Fragile project work with men and boys.



5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The protection of children and vulnerable adults is the highest priority for the Council and its partners when considering the implications of CSE, as is the provision of services to support those who are victims of this abuse. Failure to protect and provide appropriate services significantly increases the risk to children in the District. It would also lead to significantly reduced public confidence in Bradford Council, West Yorkshire Police and other partners, as has been demonstrated in some other Districts.

6. LEGAL APPRAISAL

- 6.1 The report has been considered by the office of the City Solicitor and there are no identified legal issues to highlight.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- 7.1.1 Child sexual exploitation (CSE) is a crime committed by predominantly male perpetrators from all different racial backgrounds. Victims of CSE also come from all backgrounds and ethnicities. Nevertheless, local experience and national research indicates that recognised victims and perpetrators do not necessarily reflect the gender ethnicity and other characteristics of the District's population.
- 7.1.2 18% of the identified children experiencing or at risk of CSE in the Bradford District during 2015/16 were male. There is considerable national research to suggest that this is an under-representation. Services in Bradford work closely with Blast to deliver training and to challenge perceptions and practices that might make it less likely that a boy would be recognised as at risk of CSE compared to a girl.
- 7.1.3 Some steps to address the under-representation of BEM children among those referred to the Hub are addressed in paragraphs 2.31 – 2.34, above. Analysis of cases open to the Hub on 29th March 2016 (see appendix 1) shows that 68% of open cases were of white British heritage, while 12% were of Asian heritage. Compared to the District's under 18 population, this represents an over representation of white British children and an under representation of Asian children.
- 7.1.4 The tactical overview contained in appendix 1 does not provide a full breakdown of the ethnicity of CSE offenders and suspects. The CSE Hub intelligence Officer will work with West Yorkshire Police and Court Services to try to ensure that such a breakdown is available for future reports. Public records demonstrate that there is an over-representation of men of Asian origin among those prosecuted for "street grooming" offences related to CSE. Research, such as that undertaken by the Office of the Children's Commissioner, also reports this over representation: "Inquiry into Child Sexual Exploitation by Gangs and Groups" (3 reports and 3 additional documents, Office of the Children's commissioner for England, 20122 –



2013) <http://www.childrenscommissioner.gov.uk/info/csegg1>

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 Child Sexual Exploitation (CSE) is violent criminal activity. The consequences of CSE can be long-standing for the victim and there is growing research evidence that victims of CSE are themselves over-represented among young people coming to the attention of police services as potential offenders. In addition, CSE has lasting consequences for families of victims and perpetrators and has potential implications for community relations.

7.4.2 The Community Safety Partnership (CSP) has received a presentation about CSE delivered by the BSCB CSE Champion and the Assistant Director for Specialist Children's Services. The CSP is currently considering options pass porting Police and Crime Commissioner funding to 6 key priorities, including CSE. BSCB is the lead organisation for developing these options in conjunction with the CSP.

7.5 HUMAN RIGHTS ACT

7.5.1 Child Sexual Exploitation is a violation of the rights of the child under the Human Rights Act. The arrangements made by the Council and its partners are intended to prevent the rights of the child being violated in this way.

7.6 TRADE UNION

.There are no implications for Trades Unions.

7.7 WARD IMPLICATIONS

7.7.1 It is recommended that each Area Committee receives an update report regarding CSE in the next 6 months.

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

None



8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

This report is tabled for information and discussion.

10. RECOMMENDATIONS

- 10.1 The Executive is invited to endorse the revised 9 Point Strategic Response to CSE both in respect of identified priorities and methodology.
- 10.2 The Executive shall receive a further update on the progress of the 9 Point strategic Response to CSE in 12 months time.

11. APPENDICES

- 11.1 Appendix 1: “The CSE Hub – Date and Statistics prepared by Danielle Williams, Bradford CSE Hub Intelligence Officer.
- 11.2 Appendix 2: The 9 Point Strategic Response to CSE.
- 11.3 Appendix3: Autumn SCR Action Plan.
- 11.4 Appendix 4: The action plan resulting from the BSCB review of the multi-agency Hub.
- 11.5 Appendix 5: The action plan resulting from the CSE challenge panel.

12. BACKGROUND DOCUMENTS

- 12.1 Report of the Multi Agency Review of Bradford’s Child Sexual Exploitation Hub (May 2016): [http://www.bradford-scb.org.uk/cse/documents/\(FINAL\)%20CSE%20Hub%20REVIEW%20REPORT%20-%20May%202016.doc](http://www.bradford-scb.org.uk/cse/documents/(FINAL)%20CSE%20Hub%20REVIEW%20REPORT%20-%20May%202016.doc)
- 12.2 “Safeguarding Children and Young People from Sexual Exploitation, supplementary guidance to Working Together to Safeguard Children” (DCSF 2009) http://westyorkscb.proceduresonline.com/pdfs/dcsf_safegch_yp_sex_exp.pdf
- 12.3 “The Independent Inquiry into Child Sexual Abuse”: <https://www.iicsa.org.uk/>
- 12.4 “Unheard Voices – Sexual Exploitation of Asian girls and young women”; author – Shaista Gohir; published by Muslim Women’s Network UK (2013).



- 12.5 “Inquiry into Child Sexual Exploitation by Gangs and Groups” (3 reports and 3 additional documents, Office of the Children’s commissioner for England, 2012 – 2013) <http://www.childrenscommissioner.gov.uk/info/csegg1>



Appendix 1

The CSE Hub – Data and Statistics

Provided by Danielle Williams, Intelligence Officer, Bradford CSE Hub

Data sources

Several datasets have been used to compile this data. The Strategic Overview section uses data gathered from LCS, the database used by Children’s Social Care. This dataset contains all CSE episodes that have been open at some point between 1st April 2015 and 31st March 2016 to give a strategic overview of all referrals to the CSE Hub. The tactical dataset is a list of all open cases to the CSE Hub on the 29th March 2016 to give a tactical perspective to the same time period. This is necessary because the dataset is constantly changing on a daily basis as new children are referred in or are closed to the Hub once their risks have been reduced. A crime dataset is taken from West Yorkshire Police’s crime recording system and contains all sexual offences committed against a victim who was under the age of 18 at the time of the offence and was committed between 1st April 2015 and the 31st May 2016.

Strategic Overview

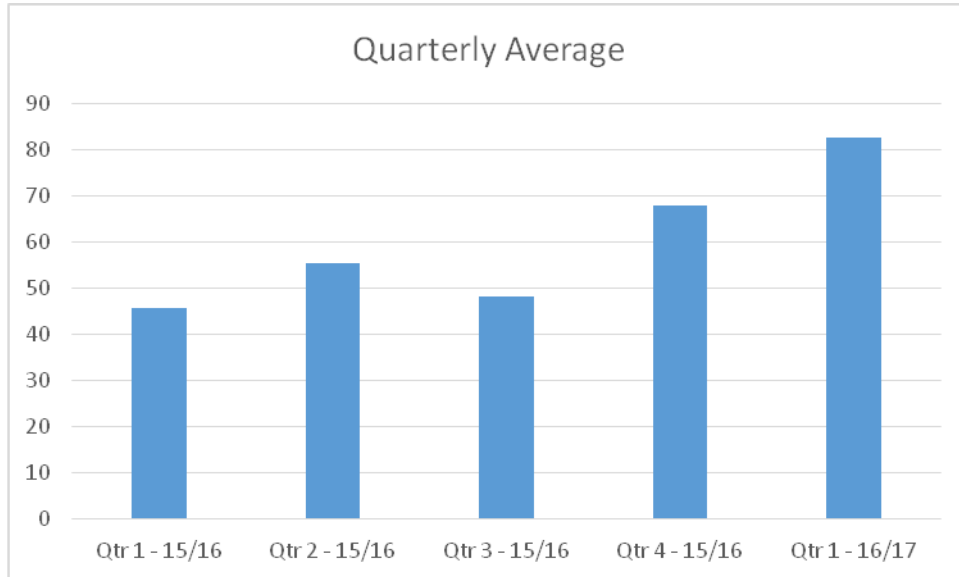
When a concern is raised with the CSE Hub that a child may be involved in child sexual exploitation a “CSE Episode” is created on LCS by Children’s Social Care. The partnership then research each of their systems to gather as much information about the child as possible and this is then discussed at the daily CSE Meeting. This meeting assesses the information and decides whether there is a CSE risk to that child. Each of these discussions, no matter what the outcome, is recorded on LCS by way of a CSE Episode. This will then show that a referral has been made even though in some cases the partnership may consider that there is no CSE risk to a particular child. The raised awareness of CSE within the professional environment and the “know the signs” public campaign, which is a CSE public information campaign delivered by West Yorkshire Police with the support of all five West Yorkshire Local Safeguarding Children Boards, has resulted in a much better awareness of CSE and this has increased the number of referrals being made.

Over the 2015/16 financial year there were 713 cases dealt with by the CSE Hub. Of these 63 were already open on the 1st April and were ongoing cases at that time. Of these referrals 217 (30%) were not identified as at risk of CSE at the time of the referral. There were 569 individual children referred to the CSE Hub and 106 of these children were referred on more than one occasion. A child may have been referred more than once for many different reasons. For example, a child might be referred and at that time may not be considered to be at risk of CSE. The information and the rationale for the decision as to their risk level will be recorded on the database. However, at a later date more information may come to light about that same child triggering a second CSE episode. If at this point the child is considered to be at risk of CSE the episode will remain open and all interventions to reduce the risk will be recorded on the CSE episode. Each case will be regularly reviewed and any changes of risk level are discussed at a multi-agency meeting each Thursday.

The Report of the Strategic Director of Children’s Services to the meeting of Council



Executive held on the 15th September 2015 on the subject of the arrangements by the council and its partners to tackle child sexual exploitation states that between 1st April 2014 and 31st March 2015 there were a total of 431 referrals to the CSE Hub. In the following 12 months there were 713 which is an increase of 65%. Last year's report stated that if the trend from the first four months of the 2015/16 year continued there would be an increase of 29% over the year. In the 2014/15 year there was an average of 36 referrals per month but in the year 2015/16 there was an average of 54 referrals per month. An analysis of the referrals made by quarter shows an ever increasing rate of referrals to the CSE Hub as shown in the chart below.

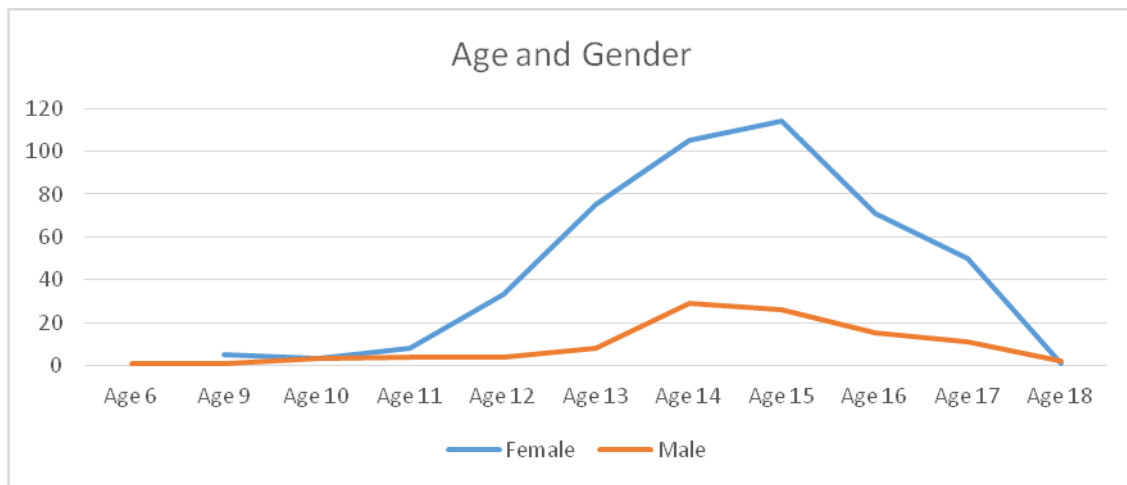


Individuals Referred

Of the referrals made to the CSE Hub 18% were for male children and 82% were female. This shows that the risk of CSE is being recognised for male children in Bradford despite the many barriers to identification of male victims. Our partners from BLAST point out that many boys would much rather be seen as, and categorised by statutory agencies as, being involved in crime, drugs and anti-social behaviour than as a victim of child sexual exploitation. The dataset has been drawn from the children's social care system but the gender split for children who are recorded as victims of CSE Crimes gives a different picture. From the crime dataset it is possible to say that only 8% of the victims of CSE crimes are male. This shows that whilst male children might not be disclosing offences committed against them the risk to them is still being identified and offered support. The same gender split is seen in adult victims of crime. During the same time period 9% of adult victims of reported sexual crimes were male.

The peak age for referrals is 14 and 15 years old and there is little gender difference. The peak age for females is 15 and for males it is 14.



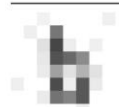


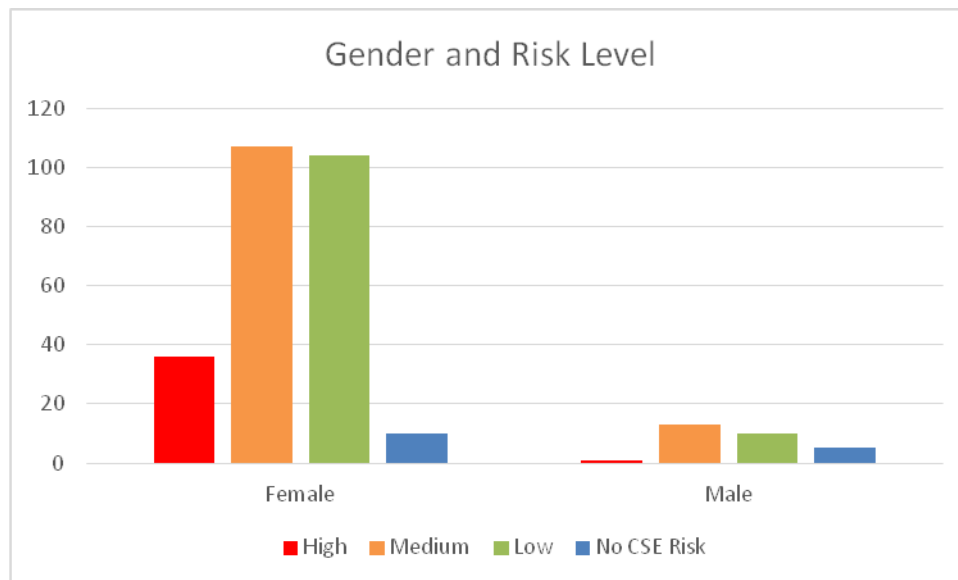
Tactical Overview

Of the referrals made above there are 288 children who were open to the CSE Hub on the 29th March 2016. Open cases change on a daily basis so this dataset represents the number of cases on that specific day. Each day there is a morning CSE Hub meeting where new assessments, missing from homes and new intelligence are discussed by all partners. This is an effective way of data sharing and ensures that all staff are aware of new intelligence. For risk assessments this means that information from all partners can be discussed and a rounded view of the risk to each child is obtained. For each child that is discussed a CSE Episode is opened on the children's social care system LCS. The notes from the discussion are recorded and the risk level recorded. Where a child is not considered to be at risk of CSE the episode will be closed straight away. The assessment process gathers a wealth of information about a child and may identify other risks for which the appropriate referral will be made. An assessment of No CSE Risk does not mean that a child has no risks at all, just that the risks identified are not CSE risks specifically.

On this date there were 288 open cases in the CSE Hub. Of these 13% were considered to be at High Risk, 42% were considered Medium Risk and 40% were Low Risk. A further 5% were assessed and considered not to be at risk of Child Sexual Exploitation.

At this time 10% of open cases were male children and of these 41% were considered medium risk and 39% were low risk. Only one male child was considered to be a high risk of CSE. As can be seen from the chart below there are some cases where the risk level is not set.

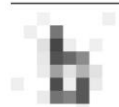




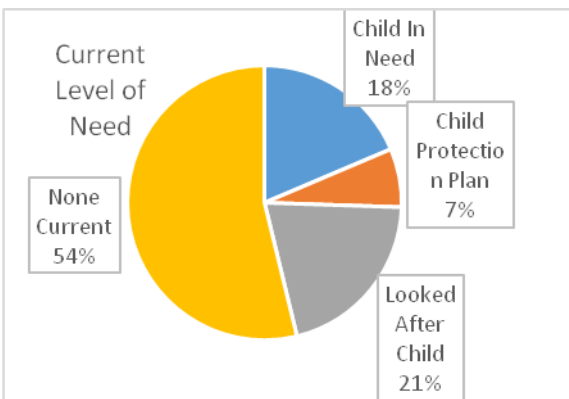
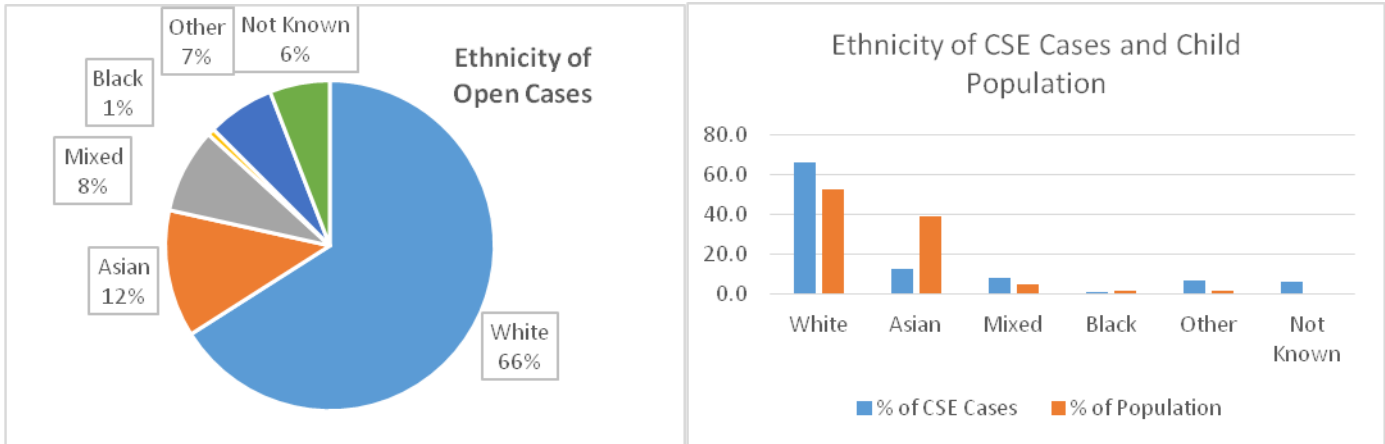
When a risk level is set a review date is also set dependent on the level of risk. Higher risk cases are reviewed more regularly than lower risk children. Risk levels are also reviewed if new information comes to light or there is a significant event in a child's life that could change their risk level. As such, risk levels are fluid. A second dataset of cases open to the CSE Hub on the 1st August 2016 has been obtained and the current risk level looked up. This shows that for 71% of the children open on the 29th March the risk level remains unchanged. Of the 288 children, 21% have had their risk level decreased over the following four months and 8% of the children have seen their risk level increased. There are 49 children who are now no longer open to the CSE Hub suggesting their risks have now been mitigated. Of the 37 high risk cases ten have had their risk reduced, 8 to medium and two have been closed to the CSE Hub. Ten of the children who were Medium on the 29th March are now considered high risk and 12 children have had their risk level increased from Low risk.

	Risk Level 29th March 2016	Risk Level 1 st August 2016			
		1. High	2. Medium	3. Low	4. Closed
1. High	37	27	8		2
2. Medium	120	10	80	20	10
3. Low	114	4	8	81	21
4. No CSE Risk	17			1	16
Grand Total	288	41	96	102	49

The child population of Bradford is ethnically diverse. 53% of the child population is classified as White in the 2011 Census and 39% as Asian. Five percent of the child population is of mixed heritage and very small percentages are classed as Other or Black. The ethnicity of children open to the CSE Hub shows that 66% are White, 12% are Asian and 8% are Mixed heritage children. However, within the children open to the CSE Hub there is an element of unknown ethnicity which is not present in the Census data. The 7% of children classed as "Other" consist of 17 children who are classed as Gypsy/Roma and two other children who are simply classed as Other with no further ethnicity descriptors.



Only 1.7% of the child population of Bradford is classed as Other in the 2011 census so this group is over represented in the cohort of open CSE cases. At present there is not enough data to understand why there might be this discrepancy between the ethnicity of the child population of Bradford and the ethnicity of the cases open to the Hub. Going forward there increasing is emphasis on the voice of the child and part of this will consider the best way to engage with children at risk of CSE and hopefully inform how engagement with hard to reach communities can improve.

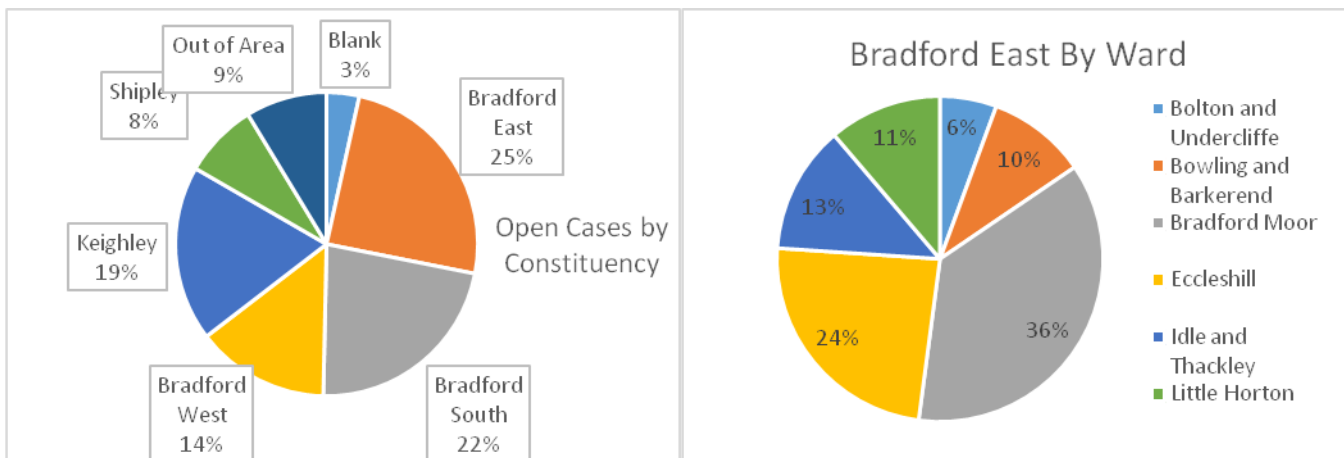


The data contains information on each child that states whether they are currently, have been previously, or have never been a child in need, subject to a child protection plan or looked after. Almost 50% of the children open to the CSE Hub on the 29th March 2016 are identified as currently either child in need, subject to a child protection plan or are looked after children. There are 96 children (32%) who have never been classified as a child in need, been subject to a CP Plan or been a looked after child. Of these 96 children one is considered High Risk of CSE, 38 are considered Medium Risk and 46 are Low risk, 11 were found not to

be at risk of CSE. The high risk child was not CIN, CP or LAC at the time of the referral into the CSE Hub but the level of risk identified during this referral initiated a full assessment that did result in the child exceeding the threshold for children’s social care. All the medium risk cases that did not meet the threshold for CIN, CP or LAC have been referred on to our partners in Turnaround, Hand in Hand or BLAST. Within the dataset there are 37 children considered as High Risk of CSE and of these 21 (56%) are currently looked after children, a further two were previously looked after. Six of the high risk children are subject to a child protection plan and nine are classified as children in need.

Using the home postcode of the children open to the CSE Hub it can be shown that 25% of the open cases live in the Bradford East constituency. The graph below shows that there are 9% of children who are in out of area placements. These are all children who are looked after by Bradford Children’s Social Care but have been placed outside of the district. All of these children are at high risk of CSE. There are also 3% of records that are Blank in the constituency field. These are all children that have records that are confidential on LCS.





A list of wards that contain more than ten children and their risk level is produced below. There are children at risk of CSE in all wards across Bradford but to prevent children being identified the numbers have not been included here.

Ward	High	Medium	Low	No CSE Risk	Total	%
Bradford Moor		17	8	1	26	9.03
Out of Area	13	2	7	3	25	8.68
Keighley West		8	10	1	19	6.60
Tong	1	11	6		18	6.25
Eccleshill	3	6	7	1	17	5.90
Royds	1	4	6	2	13	4.51
Wyke	2	4	4	2	12	4.17
Clayton and Fairweather Green	1	5	6		12	4.17
Wibsey		6	4		10	3.47
Great Horton	1	3	5	1	10	3.47
Keighley Central		4	5	1	10	3.47

Child Sexual Exploitation Crimes

Between the 1st April 2015 and the 31st March 2016 there were 531 sexual offences committed in Bradford against children who were under the age of 18 at the time the offence was committed. Of these crimes 109 (20%) were recorded as child sexual exploitation crimes.

The Home Office sets out National Crime Recording Standards for crimes to ensure that all police forces are working to the same definitions of offences and this allows national data to be gathered and forced compared. Each crime type is given a Home Office Code that describes the type of offence. For example, a dwelling burglary is classified under Home Office Code 28 and a burglary in a building other than a dwelling is classified as a Home Office Code 30. As such sexual offences have many Home Office Codes depending on the offence committed. There is no single Home Office code for child sexual exploitation because a CSE offence might be classified as many different offences



depending on the circumstances of the offence. West Yorkshire Police have had to devise a way of identifying if a crime is a CSE offence and have implemented a tagging system whereby a “child sex exploitation” tag can be added to a crime within the Hate Crime Classification field of the database.

Crime Outcomes, Offenders and Suspects

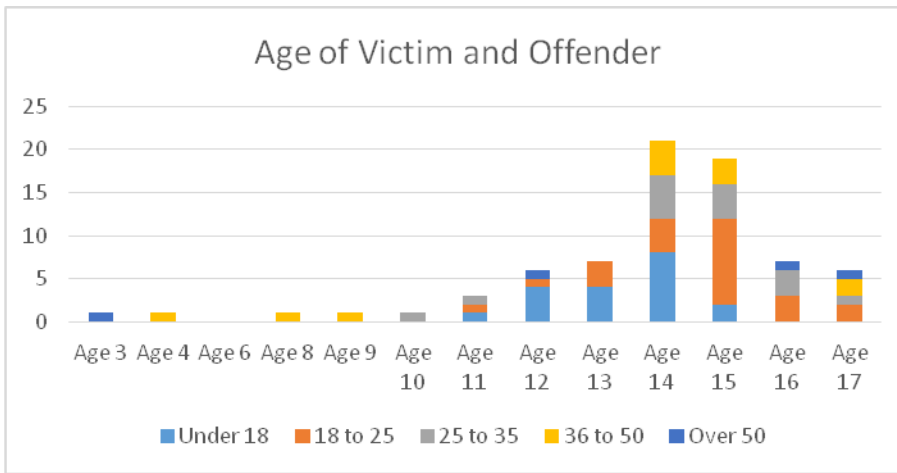
There are 41 (38%) CSE Crimes that are still being investigated and 66 (60%) that are finalised. Of these 109 offences there are 75 (69%) where an offender or suspect has been identified for the offence. There are 103 suspects identified as linked to 75 crimes within this dataset which means that there are 16 crimes that have more than one suspect linked to them. There are 8 offences with two suspects linked to them, seven with three suspects linked to them and one where there are seven suspects linked to the crime. There are only 14 offences where the investigation has been completed and no suspect has been identified.

Outcome	Total	%
10 POLICE NFA PUBLIC INTEREST	2	1.8
14 SUSPECT NOT ID - VICTIM DECLINES OR UNABLE	5	4.6
15A POLICE DECISION - SUSPECT ID - EVIDENTIAL DIFFICULTIES	25	22.9
16 SUSPECT ID - VICTIM REFUSES TO SUPPORT PROSECUTION	12	11.0
18 NO SUSPECT ID - INVESTIGATION COMPLETE	14	12.8
1A CHARGED	7	6.4
8B COMMUNITY RESOLUTION WITHOUT RESTORATIVE JUSTICE	1	0.9
NB NO CRIME	2	1.8
NEW	41	37.6
Grand Total	109	

Where an offender has been charged it is not possible to state whether they were convicted as court as the Police do not hold this information. The role of the police is to gather evidence and bring a suspect to court to face justice. It is the role of the Crown Prosecution Service to prove that the suspect is guilty of the crime they are accused of committing. Questions regarding conviction rates for any offences should be directed at the Crown Prosecution Service or Her Majesty’s Courts Service.

In terms of age the majority (78%) of offenders were under the age of 36 and almost 60% were under the age of 25. The offenders who were under the age of 25 offended against children who were between 11 and 17 years old. One quarter of identified offenders were under the age of 18 and the victims for this age group were between 11 and 15 years of age. This suggests that the younger the victim the older the offender and that when children are in their teenage years are being offended against by offenders who are under the age of 35.





NB The age along the X axis is the age of the victim, the Y axis is the number of cases and the bars show the age of the offender.

There are five female offenders within this dataset but three of these crimes involve two underage parties sharing indecent images of

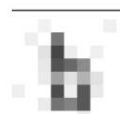
children (themselves) with other children. When this occurs crime recording rules dictate that two crimes must be recorded to show both children equally as victims and offenders. Another crime with a female offender crime relates to sexual intercourse between an 18 year old female and a 14 year old male who were in an age inappropriate relationship.

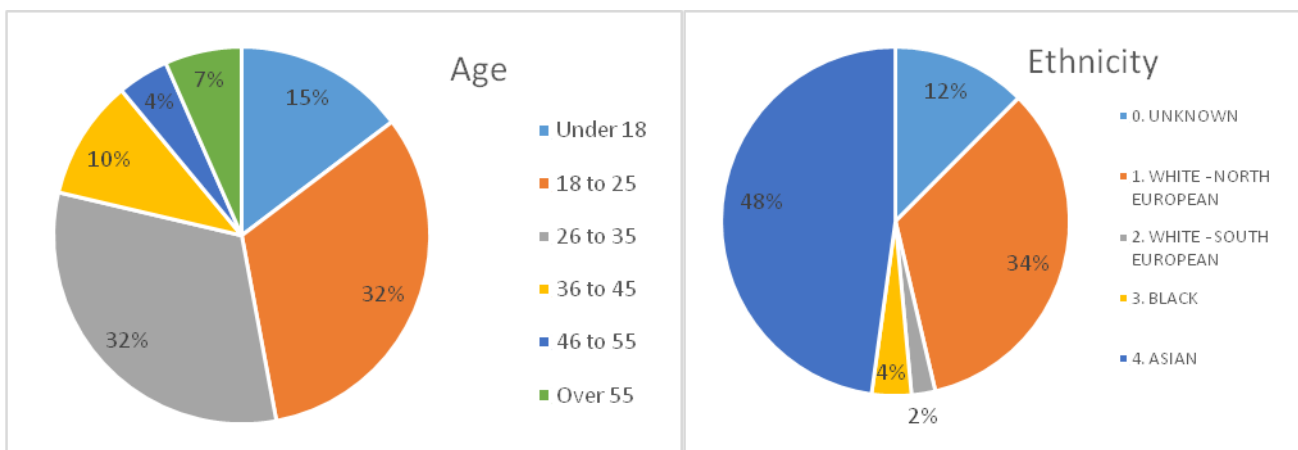
Suspect Management

Within the CSE Hub there is a dedicated police officer who is tasked with management of suspected perpetrators of CSE. When information is received into the Hub that someone may be involved in perpetrating CSE the information is evaluated and a risk assessment of the individual is made based on all information held on the individual by all member of the partnership. The risk that person presents is categorised as either high, medium, low or unsubstantiated and actions are undertaken that are proportionate given the risk level which is reviewed on a regular basis. Between 1st July 2015 and 30th June 2016 there were 135 CSE suspect management occurrences created on Niche and of these 126 were under investigation at the end of the same date period.

Those suspects with a higher levels of risk are most intensively managed and there is a team of officers tasked with visiting and monitoring offenders. The priority with high risk suspects is always to collect evidence to prosecute that individual or to use civil orders to curtail that person's offending behaviour. Medium and lower risk suspects are visited by officers and issued with a warning letter to say that they are being monitored by the police and follow up visits are undertaken to identify disruption opportunities and to engage the suspect in order to better understand the risk they present. It is important to build relationships with offenders so that officers can better assess their risk by exploring the intelligence that has been received. In some cases visits have resulted in a suspect's risk being reduced and in others has resulted in their risk being heightened.

In line with what is known from the crime dataset, almost 80% the suspect management occurrences relate to suspects who are aged 35 or younger and just over ten per cent are older than 45. Fifteen per cent of suspects are under the age of 18 and therefore are children themselves. There are 11 female suspects that are currently being managed, accounting for 8% of the total. In terms of ethnicity 48% of suspects have their ethnicity recorded as Asian and 36% have their ethnicity recorded as White. In 12% of cases the ethnicity is not recorded.





Locations of Concern

There are generally three types of locations that cause concern around CSE. Those that are vulnerable to CSE because they are places where people, including children, naturally congregate and socialise and those where the custodians of the premises may be unknowing of the signs of CSE and this may make their premises vulnerable to perpetrators using their facilities to perpetrate crimes. There are also those where the custodians of the premises are criminally complicit in the commission of CSE offences. The police aim to work in partnership with businesses to improve their understanding of the signs of CSE and give advice on actions they can take to improve the safeguarding of children within their premises. This is to ensure that businesses are run lawfully and safely and that children in the district can enjoy leisure activities in a safe environment.

The CSE Problem Solver works closely with Barnardo's to deliver the NightWatch scheme to businesses that operate within the night time economy. This programme is a training package delivered by Barnardo's with police support to all the staff who work in the premises. The objectives are to give the participants the knowledge to recognise the signs of CSE and understand how to report their concerns and safeguard children using their premises. The programme has been delivered to hotels, bars and snooker halls within the Bradford district.

Where there are concerns that a business may be facilitating the commission of CSE within their premises every legislative or regulatory opportunity is taken to reduce the risk and enforce better practices. Examples of this are extensive work undertaken with several hotels to increase their knowledge of the signs of CSE, improve their processes to ensure they know who is staying in each room and that identification is requested and copied for each person staying.





Bradford Safeguarding Children Board nine point strategic response to Child Sexual Exploitation (CSE)

This 9 Point Strategic Response to CSE replaces the previous BSCB “7 Point Strategic Response to CSE” which was agreed in July 2013.

Introduction:

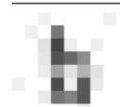
Working Together to Safeguard Children (WTSC) 2013 gives Local Safeguarding Children Boards (LSCB) the key responsibility for ensuring that relevant organisations in the local area co-operate effectively to safeguard and promote the welfare of children. Therefore, LSCB have a central role in overseeing the work in their local area to implement the national “Tackling Child Sexual Exploitation Action Plan” (2011).

In the Bradford District, partner organisations have decided that Bradford Safeguarding Children Board (BSCB) is the lead strategic body for the development and implementation of the District’s response to CSE. BSCB is required to ensure that the needs of children and young people who have been, or may be, sexually exploited and their families are considered as it:

- Guides the planning and commissioning of services;
- Develops policies and procedures;
- Ensures that appropriate training is in place;
- Communicates and raises awareness; and
- Monitors and evaluates the work that is being done.

This BSCB strategic response sets out the key strands to be addressed in the work to tackle CSE in the Bradford District. These strands describe statutory safeguarding activity to be undertaken by statutory and voluntary sector partners, awareness raising and training activity, and community initiatives informed by specific knowledge of the incidence of CSE in the Bradford District. Taken together, the overall aims of these strands are:

- To safeguard and promote the welfare of children and young people who have been, or may be, sexually exploited;
- To successfully prosecute those who perpetrate or facilitate CSE;
- To limit the opportunities for potential perpetrators to abuse children and young people in this way;



- To support families and communities who are dealing with the consequences of CSE;
- To develop preventative services which raise awareness of CSE among children, young people, parents and the communities of the District;
- To develop community resilience to the potentially divisive and damaging impact of CSE on the Bradford District and its constituent communities;
- To offer support and therapeutic services to survivors of CSE;
- To develop interventions to ensure that identified and potential perpetrators can participate in programmes to tackle behavior and attitudes that can lead to further offending; and
- To ensure that arrangements are in place to undertake any necessary investigations into historic cases of CSE.

BSCB and individual agencies working with children and families are continuously developing procedures, guidance and information about resources for preventative work and direct work to support children and families during and after victimisation through CSE. It is important that professionals working with children and families ensure that they are familiar with this information.

It is recognised that CSE is a dynamic and changing phenomenon. BSCB and all partners need to be vigilant in recognizing the need for new responses and need to learn from emerging evidence. All partners are committed to utilising data and research to inform the developing response.

The BSCB Child Sexual Exploitation (CSE) and Missing Children sub group is responsible for ensuring that this 9 Point Strategic Response is up to date and reflects national and local policy and procedures in respect of CSE. All BSCB action and improvement plans related to CSE and all such individual agency plans must be guided by this 0 Point Strategic Response. The sub group is responsible for the effective implementation of all BSCB CSE action plans and improvements plans, for example those arising from relevant serious case reviews and challenge panels. This sub group also requires each member agency to submit its own CSE plans for scrutiny and challenge on an annual basis.

Definition of CSE from Government Guidance:

"Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or



young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability."

Safeguarding Children and Young People from Sexual Exploitation:
Supplementary guidance to Working
Together to Safeguard Children (2009)



The Nine Point Response

1. Our partnership response to CSE is child, young person and victim focused.

This means that our interventions are intended to:

- Assist families, children and young people to become more resilient so that they are less likely to become victims of CSE;
- Support children, young people and their families through the criminal justice system, in giving evidence and in securing justice;
- Ensure that those abused through CSE receive timely therapeutic and support services;
- Survivors of CSE are assisted to overcome the consequences of this abuse as they move into adulthood; and
- BSCB and its partners listen to and learn from the experiences of children and young people in order to continuously improve services.



2. Partners will develop and resource a multi agency co-located team which will work together to reduce the risk to victims and bring offenders to justice.

There is now considerable evidence that co-locating professionals from key-agencies is effective in sharing information, planning and acting to protect children and young people and in securing evidence to prosecute offenders. The first co-located team in Lancashire began work in 2004, and now each district in that authority has a dedicated CSE multi-agency team. Two inspections by Ofsted of Bradford Children's Services have taken place since the Hub was established; both of these have highlighted this multi-agency team as an example of good practice.

The team, known as "the Hub" is a single point of contact which deals with all referred concerns from members of the public and professionals about children in the District who may be at risk of CSE, or to share information about potential offenders. The main focus of the team is to reduce the threat and risk to the victim. This is achieved by having a multi agency personalised plan for every child at risk, with an agreed multi agency assessment of the level of risk experienced by the child. The plans have a specific focus on safeguarding and promoting the welfare of the child or young person and supporting her or him through the criminal justice system. The plans will address the need for therapeutic and support services for children and young people. Partners also collaborate to share information about potential perpetrators, who are dealt with dynamically to reduce the risk to the victim and other children.

A detailed multi-agency review of the operation of the Hub was undertaken by BSCB from December 2015 – June 2016. This has resulted in plan with 16 actions; the CSE and Missing Children Sub Group is required to rep[ort to BSCB on the progress of this plan.



3. A training plan will be developed for all professionals and leaders regarding CSE, in particular a bespoke training plan for schools to identify to pupils and teachers the signs of being groomed for CSE.

It is important that all professionals are aware of the signs of CSE and have access to appropriate training. However, national reports and enquiries into CSE in individual Districts have highlighted the importance of CSE work in all phases of schools, colleges and in alternative educational provision.

It is important that all professionals understand the risks associated with CSE and that they are able to recognise the signs of a child who may be being groomed. All professionals, including those based in schools need to recognise that victims of CSE can be females or male and that females as well as males can be implicated in this form of abuse. They also need to have clarity in relation to the referral pathways and points of contact where they can access help and advice regarding all child protection concerns, including concerns that a child is being abused through CSE. This will be achieved through targeted awareness training and bespoke support as and when required.

Children, particularly teenagers, are vulnerable to being groomed for CSE; many children report to agencies that they are worried that they will not be able to recognise if they are being groomed. To address this we will strengthen the existing partnership work to expand training and awareness raising programmes which are presently taking place in schools across all educational phases.

BSCB has developed an on-line CSE training programme which is suitable for all professionals and leaders. A programme of additional multi-agency training has been developed which is targeted at professionals with specific roles. BSCB will undertake an audit of single – agency CSE training that is provided across the District and will also undertake a targeted training needs analysis.

Bradford Council has amended its constitution to make the completion of CSE awareness training mandatory for all councilors and co-opted members of Council. The administration of this training is overseen by the council's Member Development Manager.



4. Faith and community leaders will be assisted in supporting communities through the damage caused by CSE.

The potential for CSE to cause damage to community relations has been demonstrated in a number of districts. Within the Bradford District there are examples of groups seeking to associate CSE exclusively with a particular community.

CSE causes considerable damage to communities and has serious implications for community cohesion. Myths and untruths about the incidence, causes and risk factors for CSE also create the potential for CSE to be ignored, minimised, or incorrectly associated with particular communities.

There is of course the damage caused to victims, but there are less obvious implications for the spouses and families of perpetrators. There are also recognised groups of people who seek to exploit the situation by claiming that perpetrators come from one community or faith, the potential impact of this being to cause disharmony within the District. Community and faith leaders have significant influence and it is important that they bring people together to discuss this topic, recognise the seriousness of crimes committed by perpetrators and have plans in place to support victims and families. They should also collaborate to rebut any inaccurate or inflammatory comments made by those who wish to cause disharmony.



5. Support networks will be supported focusing on women and mothers.

It is recognised that parents and carers require support and advice regarding CSE. Preventative services are being developed in Bradford to ensure that this is available. However, local professional experience demonstrates that women, particularly mothers, are especially influential in families and communities. In relation to CSE they may be the mothers of or be otherwise related to the victims or they may be the wives, mothers or be otherwise related to the offenders. It is important that a network is set up to give peer support and raise awareness of this crime.

The goals of this work would be to assist women and mothers

- To be able to understand the signs that a child may be being groomed for CSE;
- To be able to recognise when a person may be having an inappropriate relationship with a child;
- To have clarity in relation to how to report their concerns and how to get help;
- To be in a position where they can speak to their children about the dangers of CSE;
- To set up a peer support system where they can support other women and families, whose family and community relationships have been damaged by CSE.



6. A specific direct work plan will be developed aimed at boys between 14 yrs and 17 yrs to tackle any unacceptable attitudes regarding the sexual abuse of any person.

Work by the Office of the Children's Commissioner has found significant evidence that some young men between 14 and 17 years of age are developing an unhealthy attitude towards women. There is a developing professional consensus that some of this is as a result of pornography which is freely available on the internet, and through the inappropriate use of social media and mobile phones (e.g. "sexting"). Attitudes towards women, appropriate sexual relationships and consent in sexual relationships are of concern. It is important to ensure that boys and young men have access to positive examples of masculinity and male role models that reinforce messages regarding healthy emotional and sexual relationships.

There needs to be wider access to direct work with this age group of young men to explore issues of respect, consent, and sexual behavior, with a particular focus on the issue of CSE. The objective is to change some of these young men's stereotypical views of women by increasing the understanding of the social and legal implications of becoming involved in these crimes.



7. Partners will work together to develop responses and resources to address the impact of CSE in its varied manifestations across the District's communities.

Sexual offences against children are committed by people from all communities. However there is evidence that different models of CSE are more likely to be associated with males from different communities. Examples of this are the under-representation of Black and Ethnic Minority (BME) males in detected on-line offending against children and an over-representation of the same BME groups in detected CSE offending through street grooming. This evidence is supported by the findings of the Interim Report of the Deputy Children's Commissioner into Child Sexual Exploitation in Gangs and Groups and other published report and research

Direct work and training materials need to be developed that are informed by and sensitive to the experiences of the District's varied origin community. These materials need to address:

- How people can recognise the signs of CSE;
- The need for people to know how to report any child welfare concerns, including concerns that a child might be at risk of CSE.
- The criminal, social and health risks associated with involvement in grooming and CSE activity.



8. A partnership response will be developed to reduce the opportunities for perpetrators of CSE to traffick and abuse children and young people through the use of all regulatory functions of the Council and its partners

Some prosecutions in Bradford and elsewhere have highlighted the opportunities afforded by some establishments for perpetrators to abuse children on their premises. This raises issues about the awareness of proprietors, managers and staff about the risk of children being abused on their premises. It has also demonstrated that some premises have not kept adequate records of visitors/customers, checked age ID, or reported concerns to the authorities, even when such concerns have been raised by other guests/customers.

Cases from other parts of the country and national reports and inquiries about CSE and human trafficking also highlight the need to ensure that applicants for and holders of Hackney and Private Hire licenses have an awareness of the signs of CSE and trafficking.

BSCB will continue to work with legislators to consider whether the current framework or laws, regulations and licensing arrangements afford the necessary protections for children and young people in hotels, licensed and other commercial premises. A local campaign has commenced, facilitated by the Serious and Organised Crime Agency, to raise awareness of CSE in the District's Hotels, Bed & Breakfast establishments and other relevant premises.

The Council and its partners will also consider how opportunities for the trafficking of children and CSE can be reduced by ensuring that officers discharging regulatory powers and reviewing license applications have an awareness of the issues and know how to recognize the signs.

The Council and its partners will take steps to raise awareness of CSE and the trafficking of children among the operators and staff of licensed enterprises in the Bradford District, particularly those operating within the "night Time Economy".



9. Our partnership response includes undertaking multi-agency historic investigations into CSE.

Partnership understanding of CSE is constantly evolving, as is the response. In common with other organisations nationally, West Yorkshire Police and Bradford Council did not previously have the same rigorous and co-ordinated approach to dealing with allegations of child sexual exploitation that have been developed in recent years.

BSCB supports the establishment of a multi-agency historic CSE investigation team. This team will work to agreed terms of reference to undertake investigations into CSE concerns arising for individuals from priority groups, including those who self-refer.



Appendix 3

Joint Targeted Area Inspection Action Plan

JTAI Improvement Area	Action Statements	Is this work new (Y/N)	If "No", where is this work being undertaken and by whom? If "Yes" which agency / Organisation should lead on it?
Whether thresholds to access assessments and services are clear and consistent, and whether their application improves outcomes for children	<i>01.1: Revise the "Threshold of need" in the light of "Signs of Safety" and implement embed its multi-agency use via the "Journey to Excellence - Early Help Offer".</i>	N	<i>ECS Operations Manager leading this to go to the BSCB in September</i>
	<i>01.2: Develop a process to share with the partnership the outcomes and learning from individual agency audits.</i>	Y	<i>BSCB Manager leading on this</i>
How well the individual needs of children are taken into consideration, including the extent to which there is respect for diversity and sensitivity to age, race, culture, religion, gender, sexual orientation and disability	<i>02.1: Each agency to devise and implement a Quality Assurance process to ensure that sufficient multi agency information is gained and recorded to provide a holistic picture of a child's needs.</i>	Y	<i>BSCB performance group to pick this up</i>

	<i>02.3: The CSE Strategic Group is to complete its work to ensure children at risk of CSE who have any learning difficulties or disabilities are recognised by all agencies and appropriate support put in place.</i>	N	<i>BSCB Manager to refer to the CSE sub group and request feedback</i>
The quality and timeliness of referrals	<i>03.1: Improvements to be made in the quality and timeliness of referrals from West Yorkshire Police to the MASH.</i>	Y	<i>Hub Manager to pick this up with the police</i>
	<i>03.2: Develop a clear procedure to provide feedback to those who refer cases to Childrens Specialist Services.</i>	N	<i>Hub Manager to action</i>
	<i>03.3: Complete the joint audit by BTHFT and CSS of referrals for health needs and implement required improvements.</i>	N	
	<i>03.4: Improve joint decision making between the Police and YOT in respect of prevention work.</i>	Y	
Whether referrals are responded to in a timely and appropriate manner	<i>04.1: Implement the Journey to Excellence targeted early help offer.</i>	N	<i>Deputy Director, Specialist Children's Services and head of targeted early help to action</i>

	<i>04.2: Review the out of hours offer to ensure it can further improve out of hours responses.</i>	N	
	<i>04.3: Specialist CAMHS to internally review its access points, referral criteria and process, clinical pathways, and recording and reporting of activity and outcomes.</i>	?	?
The quality and timeliness of assessments	<i>05.1: Develop a partnership methodology to understand and address the quality of assessments across all agencies.</i>	Y	<i>BSCB Manager leading on this with CSS managers</i>
	<i>05.2: Revisit the Bradford Single Child Assessment (BSCA) to ensure the management footprint, chronologies, consistent case recording and clarity of journey of child are consistently and effectively recorded.</i>	Y	<i>Business Transformation Officer to report on this and work with CSS managers</i>
	<i>05.3: WYCRC to improve the timeliness of completed sentence plans so that it meets the national average.</i>	?	<i>Community Rehabilitation Company to action</i>
	<i>05.4: BDCFT to complete their review of all respite units and the care plans for children who are LAC, but also have complex health and disabilities, regarding timeliness and quality, and take appropriate actions to rectify shortcomings</i>	N	<i>this is complete</i>

The impact of decisions and plans on outcomes for children and their families	<i>06.1: Continue the District-wide implementation of the Signs of Safety social work model.</i>	N	<i>Deputy Director, Specialist children's Services with Workforce Development Manager. This is ongoing in line with the plan</i>
	<i>06.2: Determine how this will affect case conference procedures and processes and the resulting changes that will be necessary.</i>	Y	<i>Service Manager, Children's Safeguarding & Reviewing Unit , Head of Targeted Early Help</i>
Whether the local authority works effectively with other agencies, including appropriate and timely sharing of information	<i>07.1: Approve and implement the insertion of a new protocol on information sharing into safeguarding procedures.</i>	N	<i>Deputy BSCB Manager</i>
	<i>07.2: Councils Legal Team to approve a wide ranging information sharing agreement drafted by West Yorkshire Police.</i>	N	<i>Deputy BSCB Manager to report</i>
	<i>07.3: work with the Council's Housing Department to ensure that the partners have access to relevant housing information to support the work with missing children.</i>	Y	<i>Access to Housing Manager to be contacted by Deputy BSCB Manager</i>
	<i>07.4: Each agency to implement change in practice as described in the latest SCR Action Plan.</i>	N	<i>Deputy BSCB Manage: in progress</i>

	<i>07.5: Develop and implement a partnership protocol for the resolution and recording of professional conflict.</i>	N	<i>Deputy BSCB Manager in progress</i>
The quality of analysis of risk and the factors within the child's family and community that can help keep them safe	<i>08.1: Ensure partnership wide consistency in the risk analysis currently conducted within each agency.</i>	N	<i>within Challenge Panels Deputy BSCB Manager to progress</i>
Whether signs of specific risks to individual children are recognised and appropriately responded to	<i>09.1: Ensure the coordinated roll-out of Signs of Safety across the District</i>	N	<i>in progress: Head of Targeted Early Help</i>
Whether children and their families are involved in decisions about their lives	<i>10.1: Seek the views of parents about the quality of information and level of interaction with professionals in different agencies during the referral and assessment processes.</i>	Y	<i>Group Services Manager, Service Manager (Hub) and Service Manager (Children's Safeguarding & Reviewing Unit) to action</i>
	<i>10.2: Determine whether children, young people, parents and carers views are listened to and taken into account when further actions are being decided.</i>	Y	<i>Group Services Manager, Service Manager (Hub) and Service Manager (Children's Safeguarding & Reviewing Unit) to action</i>
	<i>10.3 Produce a report for the Childrens Trust on the "Takeover Day" its outcomes, the impact of the activity and how it might be developed in the future.</i>	N	<i>Children's Services Commissioner, Youth Provision: to report</i>

The quality of recording in case files	<i>11.1: Develop an ongoing sustainable partnership case file audit system to ensure consistent high quality records district - wide.</i>	N	<i>Challenge panels ii place-Deputy BSCB Manager</i>
	<i>11.2: West Yorkshire Police to ensure that the supervision of child protection related crimes is rigorous and that all the safeguarding inspectors have ensured improvement have been delivered.</i>	Y	<i>WY Police Superintendent: Neighbourhood Operations to action</i>
	<i>11.3: Complete development and roll out of the WYCRC CMS system.</i>	Y	<i>CRC to action</i>
	<i>11.4: Continue the Children's Specialist Services systematic audit process. Provide further training and supervision if required.</i>	N	<i>Business Transformation Officer leading</i>
The effectiveness of out-of-hours provision at managing risk of harm through effective information sharing, referral and assessment (including the provision of emergency accommodation for children that go missing)	<i>12.1: (See 04.2) Involve partners in the review of the out of hours offer to ensure it can further improve out of hours responses.</i>	N	<i>Group Services Manager to lead</i>

The impact of strategy discussions and any subsequent section 47 enquiries on actions taken to protect children and young people	<i>13.1: Partnership review of the impact of strategy discussions and any subsequent section 47 enquiries... To learn whether further actions or refinements are required to improve the impact.</i>	?	<i>Group Services Manager to lead</i>
	<i>13.2 Complete the audit of high, medium and low risk CSE cases (selected randomly and to include boys) which is being undertaken to look at practice.</i>	N	<i>Group Services Manager to lead</i>
Quality of management oversight of: effectiveness of senior management audits of how well workers manage risk of harm through effective referral and assessment	<i>14.1 & 15.1: (See 11.1): Develop an ongoing sustainable partnership case file audit system to ensure consistent high quality records district - wide.</i>	N	<i>Challenge panels in place</i>
Quality of management oversight of: risk assessment and prioritisation of referrals		N	<i>Challenge panels in place</i>
Quality of management oversight of case allocation and workload management	<i>16.1: Evaluate the case allocation and workload management systems are evaluated in terms of the quality of the management oversight and improved outcomes.</i>	N	<i>Group Service Manager to lead</i>

Quality of management oversight: the quality and effectiveness of direct supervision, support and challenge	<i>17.1 & 18.1: (See 14.1 & 11.1): Develop an ongoing sustainable partnership case file audit system to ensure consistent high quality records district - wide.</i>	N	<i>Challenge panels in place</i>
Quality of management oversight: the effectiveness of the arrangements for informing and involving senior managers in decision-making			
Quality of management oversight of the effectiveness of escalation arrangements Page 141	<i>19.1: CSE Hub to provide anonymised examples of how the escalation process has been used and its effectiveness in achieving a successful outcome.</i>	Y	<i>Service Manager for the Hub to lead and report</i>
	<i>19.2: CSE Hub to work with agencies to address the issues of variability in management oversight.</i>	Y	<i>Service Manager for the Hub to lead and report</i>
How well leaders and managers know and understand what is happening at the 'front door' for their services.	<i>20.1: (See 17.1,14.1 & 11.1): Ensure outcomes of multi agency case audit are routinely shared at the appropriate senior partnership forum.</i>	Y	<i>Deputy BSCB Manager & BSCB Performance and Information Officer</i>

How effectively leaders and managers use their knowledge to challenge and support practitioners and promote continuous improvement.	<i>21.1: BSCB to be more proactive in monitoring and evaluating the effectiveness of management systems within agencies.</i>	Y	<i>BSCB Performance and Information Officer and BSCB performance sub group</i>
	<i>21.2: BSCB to ensure that challenge and scrutiny reports are presented to the Board.</i>	N	<i>Deputy BSCB Manager</i>
	<i>21.3: Children's Trust Board takes appropriate actions from the learning acquired from monitoring and evaluation.</i>	Y	<i>Assistant Director: Performance, Commissioning and Partnerships</i>
	<i>21.4: Children's Trust Board to share best practice and demand a more coordinated multi-agency approach to continuous improvement.</i>	Y	<i>Assistant Director: Performance, Commissioning and Partnerships</i>
Whether the LSCB actively monitors, promotes, coordinates and evaluates the work of the local authority to help, protect and care for children.	<i>22.1: ensure that all agencies record and share their accurate records of safeguarding training completed by all staff.</i>	Y	<i>BSCB to ask for agency assurance</i>
	<i>22.2: Continue the development, up-keep and interrogation of the BSCB's multi-agency performance dataset.</i>	N	<i>BSCB Performance and Information Officer</i>

	<i>22.3: Carry out follow-up work to ensure the timely completion of section 11 audits.</i>	N	<i>BSCB Performance and Information Officer</i>
	<i>22.4: Ensure high quality CSE assessments are maintained.</i>	N	<i>Service Manager for the Hub</i>
	<i>22.5: Regularly review the Performance and Learning and Improvement Frameworks for compliance and effectiveness.</i>	N	<i>BSCB Performance and Information Officer and BSCB performance sub group</i>

Appendix 4

Review of CSE Hub Action Plan

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
1) The MASH Service Manager to oversee all the day to day management of the CSE Hub	<ul style="list-style-type: none"> Appoint MASH Service Manager 	Di Watherston	August 2016	Service Manger appointed Improved co-ordination of the work of the Hub	June 2016 – Recruitment process underway	Points 1,2,3,4,5,6,7,8,9
2) Joint training and teambuilding events to be planned for the multi agency team on a routine basis to provide opportunities to build relationships between all the agencies and professionals involved, and to review practice and development. National research and guidance and innovation to be taken into account, shared and used to inform practice. The Principal Social Worker to be involved in the development on the practice.	<ul style="list-style-type: none"> Set timetable for learning and development to take place at least six monthly Team meetings to be part of development process An online CSE information hub containing national research and guidance which all partners of the CSE Hub can access 	MASH Service Manager Managers in the Hub	August 2016-ongoing	<ul style="list-style-type: none"> All staffs attend training twice a year Audit of practice shows that training is effective Evidence that training is developed in consultation with children and families 	June 2016 – Planning has commenced	Points 1,2,3,4,5

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
3) Therapeutic services need to be clearly defined and mapped across the partnership so that children and families are signposted and receive appropriate services according to identified needs.	<ul style="list-style-type: none"> Task and finish group to be established. Membership to include VCS, service users, representative from schools Gap analysis to be undertaken Therapeutic services to be mapped across the partnership 	Helen Rodwell Kelly Barker Janice Hawkes Sue Thompson Ruth Dennis Schools Representative	Group to be established by July 2016-06- Review progress October 2016	<ul style="list-style-type: none"> Clear map of all therapeutic services available for children and families who are at risk of or victims of CSE Children assessed and referred to services appropriately for therapeutic support 	June 2016 – Membership of task and finish group identified	Points 1,2,3,4,7,8
4) An additional social worker from Children Social Care to be considered to increase social worker post to 3. Social workers to undertake all new child and family assessments	Intelligence resource planning underway	Di Watherston	August 2016	<ul style="list-style-type: none"> Social Worker undertaking new child and family assessments All assessments in the Hub are undertaken by social workers 	June 2016 – currently under review	Points 1,2,3,4,5
5) A Performance Management framework to be developed to evidence the impact of the Hub. Performance indicators for partner agencies in the Hub and for the work of the Hub to be routinely monitored and evaluated.	<ul style="list-style-type: none"> Review current performance management information Identify gaps in data Set performance indicators and targets Set up monitoring arrangements 	Di Waterston Terry Long	September 2016	<ul style="list-style-type: none"> Score card available to identify trends Evidence of reduction in risk and protection 	June 16 – First Race Track report completed. Timetable for set up to review current performance information	Points 1,2,3,4,5,6,7,8,9

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
<p>6) The Police and Children's Social Care missing coordinators to work closely together and with agencies in the CSE Hub to ensure information are shared and action is taken with all missing children. Shared working between the CSE data analyst and missing coordinator to ensure that intelligence informs practice in a proactive way</p>	<p>Intelligence and information is shared between the Missing Children Hub and CSE Hub Consideration of how to address gaps in relation to preventative work with children who go missing.</p>	<p>Jill Cannon Anita Clay</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Shared score card and race track • Vulnerable children will be effectively identified within the CSE and Missing Children Hub 	<p>June 2016 – both offices in post and working together</p>	<p>Points 1,2,3,4,5,6,7,8,9</p>
<p>7) Children's feedback and involvement needs to be dynamic, systematic and inform the development of practice. Establish a Children's Advisory Board for the integrated CSE Hub plus an agreed programme of consultation/service evaluation across the partnership</p> <p>7a) Conduct a survey to obtain the views of service users both children and parents/carers and use the outcome to further develop</p>	<ul style="list-style-type: none"> • Set up Children's Advisory Board • Consider the use of existing children's groups to establish a children's advisory group • Consider using viewpoint for all children within the Hub to obtain feedback and provide information to evaluate and develop the service. • Arrange survey of children and parents carers' views from selection of threshold 	<p>Kay Kelly Heather Wilson</p>	<p>December 2016</p>	<ul style="list-style-type: none"> • Children's Advisory group established • Number of consultation with children • Views of children are fed back into practice and practice and services improved as result of feedback 		<p>Points 1,2,3,4,7,8</p>

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
the service.	of need categories.					
8) The morning meetings to be reviewed/ revised and new terms of reference with evidence based outcome framework to be develop to measure service impact.	<ul style="list-style-type: none"> Review terms of reference for the morning meetings Clarify the remit of all meetings within the Hub and decision making Step up step down process to be made clear 	DI Watherston	End of July 2016	<ul style="list-style-type: none"> Updated terms of reference for the morning meetings Greater understanding of step down step up process Professionals requiring further information know who to contact 	June 2016 - Work has started on review of Terms of Reference	Points 1,2,3,4,5,6,7,8,9
9) The short term nature of some posts within the Hub is of concern, therefore the review recommends that all identified essential posts in the Hub need to have the long term commitment of all agencies and should be made permanent.	<ul style="list-style-type: none"> Each agency in the CSE Hub to consider making any short term posts long term 	Sue Thompson Jim Hopkinson Vince Firth	January 2017	<ul style="list-style-type: none"> All posts in the Hub are long term 	June 2016 – Report to be taken to CCG Boards in Sep / Oct to include a request that consideration is given to permanent funding of the cross-health post.	Points 1,2,3,4

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
10) Consistent and timely information sharing with Targeted Early Help Services regarding children identified as at risk of CSE and those who have been identified that will benefit from targeted preventative work.	<ul style="list-style-type: none"> Establish clear link with Targeted Early Help Services to include joint working protocol Set up routine information sharing meetings 	MASH Service Manager	October 2016	<ul style="list-style-type: none"> Children are appropriately signposted and their safeguarding needs are met 		Points 1,2,3,4,7,8
11) Undertake an analysis of how Bradford agencies are performing in relation to giving 16/17 year olds quality service and the right level of protection.	<ul style="list-style-type: none"> Audit cases of 16/17 year olds children open to the Hub Specialist VCS agencies to support the audit 	MASH Service Managers and Managers in the Hub	October 2016	Needs of the children are being met in order to safeguard and reduce CSE risks		Points 1,2,3,6
12) Review of capacity and allocation of referrals to the Hub, taking into account an analysis of what is considered a 'quality service' being accessed by children in order to address the potential for duplication of work when children work with Placement Support Service and a specialist VCS service	<ul style="list-style-type: none"> Each specialist VCS agency in the CSE Hub and PSS to be clear in regards how many young people they can work with at any one time (For PSS this is in regards to children and their families where CSE is the prominent risk factor) taking into account resources heavy/long term high risk cases Each specialist VCS 	Jill Hudson Kay Kelly Zoe Fryer Zoe Stephenson Jones Phil Mitchell	November 2016	<ul style="list-style-type: none"> Children are referred to the right service for their support needs Children are receiving the right level of support for their individual needs which will support their exit and recovery from CSE There is a clear and documented understanding by the hub on the capacity of each 		Points 1,2,3,4,5,6

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
	<p>agency within the CSE hub and the PPS to be clear on the service they offer in terms of what planned / unplanned / response to crisis intervention they employ</p> <ul style="list-style-type: none"> • Clear definition of which child each service will work with e.g. LAC / boys / girls / ages / levels of risk / areas covered / length of time / when closure will be considered 			<p>service within it (this should be a working document as funding for pieces of work can have an impact</p> <ul style="list-style-type: none"> • There is a clear exit strategy incorporated into plans for children who are reducing their risk from medium to high risk • Children moved OLA have continued support (potentially from another service) during the time they are OLA and when returning to Bradford they resume support from the same worker / service 		
<p>13) Training specifically around the development of the analysis of risk pertaining to CSE Risk Assessment Tool to be offered to professionals across the district.</p>	<ul style="list-style-type: none"> • Ongoing piece of work being undertaken by Danielle Williams who is reviewing the effectiveness of the Risk Assessment Tool to identify areas for improvement and 	<p>Danielle Williams</p>	<p>September 2016</p>	<ul style="list-style-type: none"> • Improving how we identify risk in relation to children at risk of CSE 		<p>Points 1,2,3,4,5,6</p>

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
	<p>training needs</p> <ul style="list-style-type: none"> • Include in the training link with paediatricians/forensic medicals • Training pack around the analysis of risk pertaining to the CSE risk assessment tool to be developed. 					
14) Training needs analysis to be undertaken in relation to CSE and children with learning disabilities / difficulties.	<ul style="list-style-type: none"> • Set up Task and finish group to review the training currently on offer and ensure disabilities is given due attention. - • Develop of specialist, accessible materials/tools to support work with children with learning disabilities. 	Sylvana Keenan, Social Worker CSE Diane Holdsworth Turnaround. Julie Evans L&D Coordinator	January 2017	Work with the L&D CSE Trainers to ensure the CSE of disabled children/ young people is raised and given due consideration.		Points 1,2,3,4,5,6
15) Publicise the newly developed Child Sexual Exploitation framework on Bradford's Safeguarding Children Board website.	The Child Sexual Abuse Framework will be uploaded on the BSCB website and embedded into the Multi Agency procedures through TRIX.	Saheed Khan Paul Hill TRIX	August 2016			Points 1,2,3,4,5,6,7,8,9
16) Consider location when undertaking intervention with children who need support.	Identify suitable children and young people friendly venue where work with children requiring support can be undertaken	MASH Service Manager/Health Representative	September 2016		June 2016 - Two individual rooms at Sir Henry Mitchell	Points 1,2,3,7,8,9

Recommendations	Tasks/Action	Lead Person	Completion Date	Evidence of Impact/Outcome	Progress to Date	Link to CSE 9 Point Plan
					House which are child friendly are available for intervention and work with children	
17) Improve co-ordination and implementation of the work within communities and, in particular, the BSCB 9 Point Strategy.	Strategic activity and progress to be recorded and analysed within the BSCB 9 point plan.	Paul Hill /All partner agencies	September 2016			Points 4,5,7,8,9
18) Develop an Action Plan from all the recommendations from the review. The Action Plan to be monitored by the CSE Sub-Group.	<ul style="list-style-type: none"> Action Plan completed by review group Frequency of monitoring arrangement agreed 	Gani Martins Vince Firth	July 2016	Action Plan endorsed by BSCB Main Board in July 2016	Action Plan completed and presented at the July 2016 main BSCB meeting	Points 1,2,3,4,5,6,7,8,9

Appendix 5

CSE Challenge Panel Action Plan

Recommendation	Actions	Lead	Intended Outcome for Children	Impact Evaluation	Completion Date	Progress	Link to CSE 9 Point Plan
All practitioners to ensure they use the latest CSE Risk Assessment template	To circulate latest version to all agencies and make available on BSCB website	CSE Hub	Risk assessments on children are effective and ensure children are safe and receive appropriate services	Risk Assessments are effective and contain the necessary information to enable robust decisions to be made on the need of the child	July 2016		Points 1,2,3,4,5,7
CSE Hub to provide greater clarity about how risk assessments are settled upon, and how they are revised.	Briefing to agencies and staff explaining the process	CSE Hub	Risk assessments on children are effective, and information is shared with relevant professionals to ensure children are safe and receive appropriate services	Agencies are clearer about the decision making process. This will eliminate inconsistencies with risk rating between agencies	August 2016		Points 1,2,3,4,5,7
Information sharing: key information not always referenced in current risk assessments	BSCB leads to cascade down through their organisations the need to ensure all relevant information is shared and recorded in current	Board members	Staff understand their safeguarding responsibilities to share information and contribute to assessments	Assessments and decisions made for children are based on a informed picture of the child's circumstances so that their welfare and protection	August 2016		Points 1,2,3,4,5,7

Recommendation	Actions	Lead	Intended Outcome for Children	Impact Evaluation	Completion Date	Progress	Link to CSE 9 Point Plan
	risk assessments			needs are met			
Lack of contingency planning in the case documents and presentations provided.	BSCB leads to cascade down through their organisations the importance of contingency planning	Board members	Appropriate measures are in place in to ensure children are safe and receive the necessary services	Case management and planning is effective and appropriate to the needs of children	August 2016		Points 1, 2, 3, 4, 5
Chronologies across all services, should not be a list of events but include analysis of events	BSCB leads to take responsibly to cascade down through their agencies	Board members	Decisions made for children are based on sound analysis of the child's circumstances and experiences so that their welfare and protection needs are met	All agencies capture and record analysis within chronologies to help understand assess the risks to children	August 2016		Points 1, 2, 3, 4, 5
Newly qualified social workers should not have case responsibility where CSE is involved	Service Managers to ensure this happens	Children's Specialist Services - Group Service Manager	Children are case managed by appropriately qualified, experienced staff	Case management and planning is effective and appropriate to the needs of children	July 2016		Points 1, 2, 3
Where children are placed out of Local Authority area there is a need to ensure that Police information and risk	Ensure information is shared by relevant Police areas		Assessments and decisions made for children are based on a	Children will be effectively safeguarded through agencies	September 2016		Points 1, 2, 3, 8

Recommendation	Actions	Lead	Intended Outcome for Children	Impact Evaluation	Completion Date	Progress	Link to CSE 9 Point Plan
assessment (e.g. missing episodes) are coming back to Bradford. West Yorkshire Police undertook to test whether the force has robust arrangements for passing the same information back to home force areas for children placed in Bradford by other authorities	West Yorkshire Police to audit this		informed picture of the child's circumstances so that their welfare and protection needs are met	fulfilling their responsibilities to share relevant information	October 2016	Report back to CSE Sub-Group	
All agencies need to be aware that when a high number of professionals become involved in a case it can lead to confusion over roles and can overwhelm children and families.	BSCB leads to cascade down this information through their organisations	Board members	Children are safeguarded through being case managed by the most appropriate and relevant professionals	Planning meetings should always ensure that there is role clarity and accountability for actions and that this is appropriately explained to the child and family.	August 2016		Points 1, 2, 3
There needs to be a mechanism to share information regarding Forced Marriage Protection Orders with the Local Authority, schools, colleges and Health.	Police to consider information sharing processes with the relevant agencies		Agencies understand their safeguarding duties to share information appropriately to ensure the child is kept safe	All relevant agencies have the necessary information and are fully aware of the arrangements in places to safeguard and protect the child	August 2016		Points 1, 2, 3, 7, 8
Ensure emergency services staff have appropriate guidance to understand the	Guidance to be issued to all staff	Emergency services	Children vulnerable to CSE receive the	Emergency services are responsive to	August 2016		Points 1, 2, 3

Recommendation	Actions	Lead	Intended Outcome for Children	Impact Evaluation	Completion Date	Progress	Link to CSE 9 Point Plan
implications of risk and response to children flagged at risk of CSE			appropriate response and service	needs of children at risk of CSE			
Ensure children have paediatric assessments following an alleged assault	BSCB leads to cascade down this information through their organisations. Professionals to record steps taken to support the child in accepting this service. Audit required to establish if practice, and recording of practice in this area has improved, particularly following the appointment of a nurse practitioner for the Hub	Board members CSE Hub	Children receive timely and effective assessments to ensure they are safe and receive appropriate services	Assessments are effective and sound decisions to be made on the need of the child in order to safeguard and protect them	August 2016 October 2016	Report back to CSE Sub-Group	Points 1, 2, 3, 7
To ensure the provision of Fair Access Panels (FAP) are used when identifying suitable school placements for vulnerable children	Guidance on Fair Access Panels to be disseminated to teams including stressing that the FAP does not apply to Children Looked After, previously looked	Children's Specialist Services / Education Services	Vulnerable children have access to a good level Education Children Looked After are admitted to a school of their choice	Access to Education is secured quickly for vulnerable children	July 2016		Points 1, 2, 3

Recommendation	Actions	Lead	Intended Outcome for Children	Impact Evaluation	Completion Date	Progress	Link to CSE 9 Point Plan
	after children or a child with a statement of SEN as these children must be admitted to the preferred or named school.						

Report of the Strategic Director – Regeneration to the meeting of Executive to be held on 20 September 2016

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Subject:

Improvement Line Review for Highway Schemes 2016.

Summary statement:

This report presents the findings of a desktop review of highway improvement lines protected for highway purposes to recommend retention of existing declared lines, changes to declared lines or revocation of lines for schemes which are no longer considered deliverable within a reasonable timescale or have been completed.

The report also recommends the declaration of a number of new highway improvement lines for projects to be delivered by the West Yorkshire Local Transport Plan 2011-2026 and the West Yorkshire+ Transport Fund together with other strategic plans.

Mike Cowlam
Strategic Director
Regeneration & Culture

Portfolio:

Regeneration, Planning & Transport

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Transportation Development Manager
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Overview & Scrutiny Area:

Environment & Waste



1. SUMMARY

- 1.1. This report presents the findings of a desktop review of highway improvement lines protected for highway purposes to recommend retention of existing declared lines for schemes which remain viable for deliver or are continued strategic priorities, changes to declared lines where proposals have been superseded or revocation of lines for schemes which are no longer considered deliverable within a reasonable timescale or have been completed.
- 1.2. The report also recommends the declaration of a number of new highway improvement lines for projects to be delivered by the West Yorkshire Local Transport Plan 2011-2026 and the West Yorkshire+ Transport Fund together with other strategic plans.

2. BACKGROUND

- 2.1. Highway Improvement Lines (HILs) are proposals for the construction of new roads or alterations of existing roads, whether for general traffic, public transport, cycling or walking and many are declared on Local Land Charge Searches for properties which lie within 200 metres of the centre line of the new or altered road. The elements of a Highway Improvement Scheme that affect individual property should be declared as Highway Improvement Lines and are only declared on searches for the individual properties concerned.
- 2.2. There are a number of Highway Improvement Schemes and Highway Improvement Lines declared on Local Land Searches with many of these being established as part of the Replacement Unitary Development Plan (rUDP) and second Local Transport Plan. There is a presumption that only those schemes which have a reasonable chance of proceeding in a finite period of time (10-15 years or greater in order to safeguard routes) should be retained and given the long history to some of the declared Highway Improvement Lines it is prudent to undertake periodic reviews of the currently declared lines.
- 2.3. Periodic reviews of declared lines also help minimise uncertainty and blight for owners whose property value can be adversely affected by being within the vicinity of a HIL. The last review of Bradford's HIL register was undertaken in 2002 as part of the Unitary Development Plan statutory adoption process when a number of changes were approved. Since then there have been no modifications to the HIL register to reflect changing Council priorities, scheme completions or emerging strategic plan requirements.
- 2.4. The desktop review of existing and potential new Highway Improvement Lines was undertaken against the following principles:
 - a) Is the HIL still required for the purpose originally identified?
 - b) If yes, is the scheme funded or likely to be funded in the near future?
 - c) If no, is there another scheme that would require the HIL to remain?
 - d) Does the scheme meet current transportation, planning or regeneration objectives (as set out in the Local Transport Plan (LTP), Local Development Framework (LDF), West Yorkshire+ Transport Fund or Council Corporate Strategies?

- e) Does the HIL have any detrimental impacts on individuals or other interests?
 - f) Is there a requirement for new improvement lines to implement Council, WYCA, LTP or LDF priorities etc?
- 2.5. The review has considered all existing HILs, new proposals as detailed in the West Yorkshire+ Transport Fund, LTP, LDF, allocation work arising from the Core Strategy, and Metro proposals.
- 2.6. Appendix 1 of this report includes a schedule of proposed changes to the HILs together with plans for each new site showing the proposed alignment. The changes being recommended fall into one of three categories,
- a) continue to PROTECT;
 - b) PROTECT with amendments; or
 - c) REVOKE.

There are three new highway improvement lines proposed.

3. OTHER CONSIDERATIONS

- 3.1. HILs are declarable on Local Land Charge searches in accordance with the Law Society's Local Property Search - Enquiries of Local Authorities Form – Conveyancing 29 (2002) and consequently can become a barrier to regeneration. This search form also includes questions about the proximity of highway schemes, and the highway improvement line drawings are used in the answers. Revoking and/or modifying highway improvement lines will enable blight to be removed from affected properties.
- 3.2. The Council currently has a number of improvement lines for historic scheme proposals which now realistically do not have the potential for delivery within a reasonable timeframe (10-15 years).

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. There are no specific financial implications arising from this report. All financial issues relating to scheme development will be considered in future reports relating to the detailed development of the highway improvement scheme.
- 4.2. The staff resources and specialist technical services required to develop the scheme referred to in this report are funded through the scheme budget.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. There are no specific risk management issues arising from this report.

6. LEGAL APPRAISAL

- 6.1. The work identified in this report can be implemented through the Council's role as Highway and Traffic Authority. From time to time a local highway authority can resolve to construct new roads or improve (widen) existing roads. A further formal resolution is needed to abandon or vary such proposals.

- 6.2. Such proposals are noted on the local land charges register and their existence disclosed via local searches. Where the value of the land is affected by such proposals, there may be in certain circumstances, a right to serve a blight notice on the Council requiring it to purchase the affected land.

7. OTHER IMPLICATIONS

7.1. EQUALITY & DIVERSITY

The public sector equality duty in Section 149 of the Equality Act 2010 applies to the Council in the exercise of this function. Those functions will include the proposals referred to in this report.

The duty is to “have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct that is prohibited by or under [the 2010 Act], (b) advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it, [and] (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it”. In summary, this includes the need to remove or minimise disadvantages and taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it and encouraging persons who share a relevant protected characteristic to participate in public life. It also makes taking steps to take account of disabled persons’ disabilities and makes it clear that compliance with the duty “may involve treating some persons more favourably than others”.

The duty is “to have regard” which means such regard as is appropriate in the circumstances. The duty and its effect are wide-ranging and this is also reflected in the definition of relevant protected characteristics which are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

It is likely that any scheme that would ultimately be developed as a result of the proposal made in this report would potentially impact on persons who share one or more of the relevant characteristics and appropriate consideration will be given during the design and delivery processes to the implications of the Act on the proposals being developed.

7.2. SUSTAINABILITY IMPLICATIONS

The sustainability implications of any ultimate schemes that would be developed as a result of the proposals in this report will be considered at the appropriate stages of scheme development.

7.3. GREENHOUSE GAS EMISSIONS

There are no greenhouse gas emission implications associated with the content of this report. Any specific greenhouse gas emission issues associated with the development and delivery of any projects developed as a result of the proposals in this report would be considered at the appropriate stage of development of the particular project.

7.4. COMMUNITY SAFETY IMPLICATIONS

The community safety implications, particularly those relating to road safety, of any schemes that would ultimately be developed as a result of the proposal made in this report will be considered at the appropriate stages of the respective scheme development.

7.5. HUMAN RIGHTS ACT

Any scheme which is developed as a result of the proposals made in this report will have an impact on some land including that occupied by business premises, residential occupiers or other categories of land users and thus there would be some human rights implications associated with the development and delivery of any ultimate scheme proposal. As such specific human rights implications of the individual project(s) arising from the schemes highlighted in this report would be considered at the appropriate stages of their development.

7.6. TRADE UNION

There are no Trade Union implications arising from this report.

7.7. WARD IMPLICATIONS

Members and the local community will be consulted as the scheme reaches appropriate stages of development.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1. Executive could choose to support the recommendations in this report which would allow revocation of expired HILs to be taken forward and declare new HILs for strategic highway projects which will assist with the delivery of the projects either through the West Yorkshire+ Transport Fund or other strategic funding streams.

9.2. Alternatively, Executive may resolve to make alternative recommendations for individual improvement lines to those proposed within this report. Were Executive to take such an approach appropriate officer advice will be given during the meeting.

10. RECOMMENDATIONS

10.1. That the Executive is asked to approve:

- a) as per attached Schedule A those HILs for which the declared alignment should continue to be protected.
- b) As per attached Schedule B those schemes for which the Highway

Improvement Line will be protected subject to the following modifications:

- (i) Item B1 – Tong Street replace previous HIL alignment (shown on drawing N/24315/4D and replace with drawing TDG/THS/102579/LA1 to LA3.
- (ii) Item B2 – Harrogate Road / New Line junction improvement shown on drawing TF/61/2351/5 and replace with drawing R/PTH/MH/103196/LA-19A.
- c) As per attached Schedule C those schemes for which the Highway Improvement Line should be revoked/discharged.
- d) As per attached Schedule D approve those new highway improvement lines as follows:
 - (i) Item D1 – A650 Hard Ings Road, Keighley widening shown on drawings TDG/HDB/103197/PL-1A and TDG/HDB/103197/PL-2A.
 - (ii) Item D2 – City Connect 2, Canal Road, Bradford shown on drawings TDG/HDA/103116/IL-1A to TDG/HDA/103116/IL-8A (inclusive)
- e) That a further review of Highway Improvement Lines is undertaken following the adoption of the Local Plan with any modifications to existing lines, or new lines to be declared, being presented to Executive.

11. APPENDICES

11.1. Appendix 1 – HIL Schedule Review Recommendations.

- a) Schedule A: HILs to continue to PROTECT.
- b) Schedule B: HILs to continue to PROTECT with amendments and/or be replaced with alternative proposals.
- c) Schedule C: HILs to REVOKE.
- d) Schedule D: New HILs.

11.2. Appendix 2 – Harrogate Road / New Line Junction Improvement HIL (Drawing R/PTH/MH/103196/LA-19A)

11.3. Appendix 3 – A650 Hard Ings Road, Keighley HIL. (Drawings TDG/HDB/103197/PL-1A and TDG/HDB/103197/PL-2A)

11.4. Appendix 4 – City Connect 2 HIL. (Drawings TDG/HDA/103116/IL-1A, TDG/HDA/103116/IL-2A, TDG/HDA/103116/IL-3A, TDG/HDA/103116/IL-4A, TDG/HDA/103116/IL-5A, TDG/HDA/103116/IL-6A, TDG/HDA/103116/IL-7A and TDG/HDA/103116/IL-8A)

11.5. Appendix 5 – Tong Street Improvement HIL. (Drawings TDG/THS/102579/LA1, TDG/THS/102579/LA2 and TDG/THS/102579/LA3)

12. BACKGROUND DOCUMENTS

12.1. Highways Act 1980

Appendix 1: Highway Improvement Line Review Recommendations

Schedule A

HILs to continue to PROTECT

Item	Scheme Name	Scheme No.	Drawing No. Currently Protected	Improvement Type	Property Blight	Strategic Issues	Scheme Evaluation	Recommendation
A.1	Elliott Street, Silsden	24229	T/47224/TN/18A	Junction Improvement	No		Identified in UDP as being necessary to ensure access to redevelopment sites served by Elliott Street. This proposal would be the responsibility of any Developer	Continue to PROTECT
A.2	Legrams Lane / Ingleby Road	22335	N/22335/1B	Junction Improvement				Continue to PROTECT
A.3	Great Horton Road / All Saints Road / Horton Park Avenue	22334	N/22334/1B	Road Widening / Junction Improvement				Continue to PROTECT
B.3	Canal Road (Stage II) Bradford	21577	N/21577/PL-1A	Road Widening	Yes	Forms part of Central Spine Route Strategy	Awaiting determination on composition of WY+TF Project – Bradford for Shipley Corridor Improvement	Continue to PROTECT
A.4	Queens Road / Midland Road / Station Road	22341	N/22341/1B	Junction Improvement			Awaiting determination on composition of WY+TF Project – Bradford for Shipley Corridor Improvement	Continue to PROTECT

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HILs to continue to PROTECT

Item	Scheme Name	Scheme No.	Drawing No. Currently Protected	Improvement Type	Property Blight	Strategic Issues	Scheme Evaluation	Recommendation
A.5	Kings Road / Queens Road	22342	N/22342/1B	Junction Improvement			Awaiting determination on composition of WY+TF Project – Bradford for Shipley Corridor Improvement	Continue to PROTECT
A.6	Lucy Hall Drive, Baildon	24098	TN/24098/1	Bus Turning Circle			Scheme proposed to facilitate bus turning movements. It has a low priority in terms of usage and cost. There are no blight implications.	Continue to PROTECT
A.7	Toller Lane / Carlisle Road / Whetley Hill (includes Toller Lane / Church Street junction)			Junction Improvement			Elements of scheme now incorporated into WY+TF programme (Highway Efficiency Bus Package & Bus18)	Continue to PROTECT
A.8	Killinghall Triangle	22035	MW/21055/C/3	Junction Improvement		Strategic route to airport		Continue to PROTECT
A.9	Green Lane / Otley Road	22323	H/22323/5B	Junction Improvement			Opportunities remain for delivery of this scheme via development at Otley Road	Continue to PROTECT

HILs to continue to PROTECT

Item	Scheme Name	Scheme No.	Drawing No. Currently Protected	Improvement Type	Property Blight	Strategic Issues	Scheme Evaluation	Recommendation
A.10	Sticker Lane South / Dudley Hill	24311S	N/24311/DL-13A	Junction Improvement			Elements of HIL may be incorporated into the works required for the WY+TF Tong Street Improvement Project	Continue to PROTECT
A.11	Silsden Eastern Bypass	24348	N/24328/DL-1A	New Link Road		Relieves impact on town centre	To open up the site for development and thereby minimise the traffic impact of new development sites in the area on the town centre. It would also allow environmental improvement to the town centre to be carried out post-bypass.	Continue to PROTECT
A.12	Station Road / Bridge House Lane, Haworth	24646	T/47224/TN/17A	Provision of footways			Alternative routes are currently being developed which take pedestrians away from the busy trafficked roads between the Railway Station and the town centre.	Continue to PROTECT
A.13	Crack Lane, Wilsden	24390	E/T/24390/TN/6A & 7A	Road Widening				Continue to PROTECT

HILs to continue to PROTECT with AMENDMENTS and/or REPLACED with alternative proposals

Item	Scheme Name	Scheme No.	Drawing No. Currently Protected	Improvement Type	Property Blight	Strategic Issues	Scheme Evaluation	Recommendation
B.1	Tong Street	24315	N/24315/4D	Widening	Yes		Project now part of WY+TF programme (Tong Street Improvements)	REVOKE scheme with drawing no. N/24315/4D and replace with drawing nos. TDG/THS/102579/LA1, TDG/THS/102579/LA2 and TDG/THS/102579/LA3
B.2	A658 Harrogate Road / A657 New Line	2361	TF61/2361/5	Junction Improvement	Yes	Strategic route to airport	Project now part of the WY+TF Programme (Harrogate Road / New Line Junction)	REVOKE scheme with drawing TF/61/2361/5 and replace with drawing PTH/MH/103196/LA-19A

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HILs to REVOKE

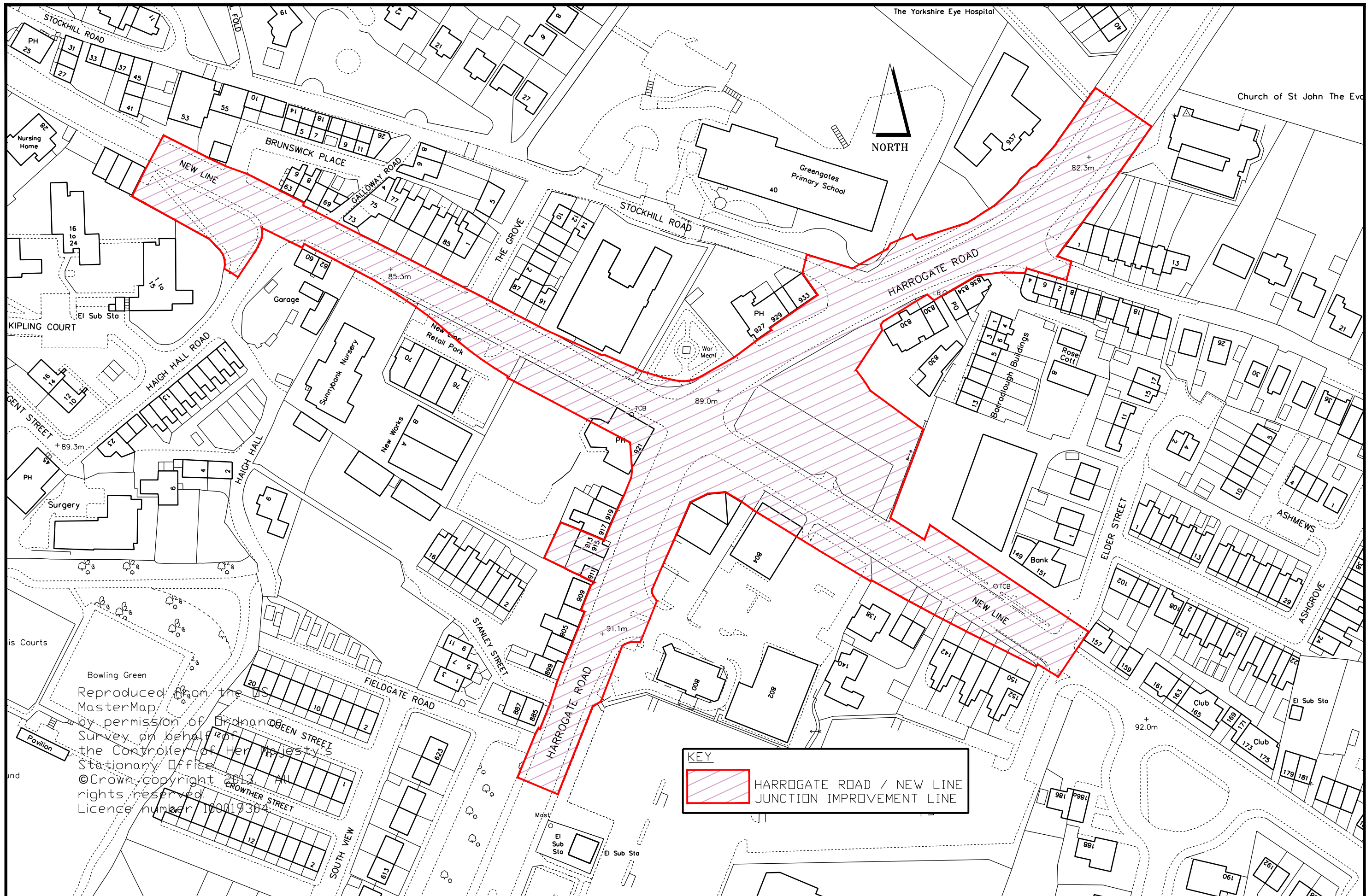
Item	Scheme Name	Scheme No.	Drawing No. Currently Protected	Improvement Type	Property Blight	Strategic Issues	Scheme Evaluation	Recommendation
C.1	Southfield Lane / Little Horton Lane	22331	N/22331/1B	Junction Improvement	No		Scheme Completed	REVOKE
C.2	Lilycroft Mills Link Road	21805	H/21805/DL-4A	New Link Road	No	Forms part of package of measures for improving Bingley Town Centre post Bingley Relief Road		REVOKE
C.3	Oak Lane / Heaton Road junction	21562	1571/3/1A	Junction Improvement	Land Take		Scheme Completed	REVOKE
C.4	Manchester Road / Mayo Avenue	23277	H/23277/PGA/3A	Junction Improvement	No		Scheme Completed	REVOKE
C.5	M606 / Staygate	23275	H/23275/PGA/3A	New north bound link between M606 and Rooley Lane	No		Scheme Completed	REVOKE
C.6	Sticker Lane North (Leeds Road / Laisterdyke Junction)	24311N	N/24311/DL-14A & 15A	Junction Improvement	No		Scheme Completed	REVOKE
C.7	Munby Street	21071	TN 21071/2	Road Widening	None	No	Scheme Completed	REVOKE

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NEW Highway Improvement Lines

Item	Scheme Name	Scheme No.	Drawing No. to be Protected	Improvement Type	Property Blight	Strategic Issues	Scheme Evaluation	Recommendation
D.1	A650 Hard Ings Road, Keighley	103197	TDG/HDB/103197/PL-1A TDG/HDB/103197/PL-2A	Road Widening	Land Take		Scheme part of WY+TF “Early Win” projects to be delivered by 2019.	APPROVE new Highway Improvement Line
D.2	City Connect 2 – Canal Road Corridor	103116	TDG/HDA/103116/IL-1A TDG/HDA/103116/IL-2A TDG/HDA/103116/IL-3A TDG/HDA/103116/IL-4A TDG/HDA/103116/IL-5A TDG/HDA/103116/IL-6A TDG/HDA/103116/IL-7A TDG/HDA/103116/IL-8A	Segregated Cycle Route	No		Stage 2 of City Connect programme to be delivered by 2019.	APPROVE new Highway Improvement Line

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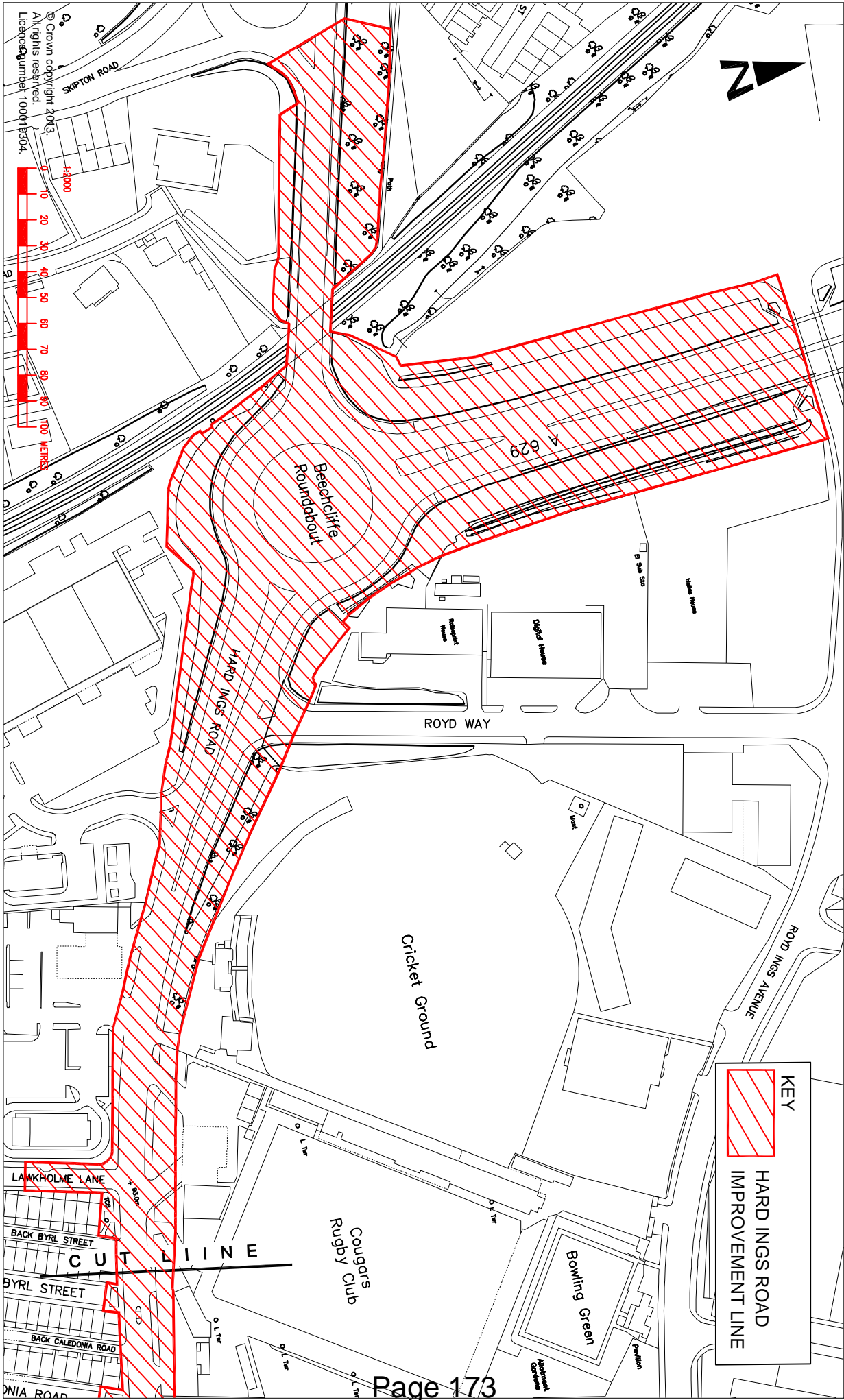
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 HARROGATE ROAD / NEW LINE JUNCTION IMPROVEMENT LINE

City of Bradford MDC www.bradford.gov.uk Department of Regeneration Strategic Director: Mike Cowlam BA (Hons) Town and Country Planning, Dip M, Dip EPP	Design Office Planning, Transportation and Highways Service Highways Design 4th Floor Britannia House Hall Ings Bradford BD1 1HX	Project HARROGATE ROAD / NEW LINE JUNCTION SCHEME	Design	Drawn	Checked	Released	Drawing Title IMPROVEMENT LINE
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Page 171			Scale(s) @ A3	Approved	Date	Drawing No.	
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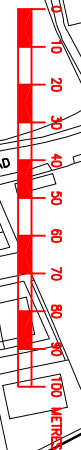
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 **HARD INGS ROAD IMPROVEMENT LINE**

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City of Bradford MDC
 www.bradford.gov.uk
 Department of Regeneration
 1A, Throstle Town and Country Planning, 1st Fl, The Emp
 4th Floor
 Bratcliffe House
 BD1 1HX

Project: HARD INGS ROAD IMPROVEMENTS

Client: A Original

Revision	Date	Drawn SA	Checked CEY	Released	Drawing Title
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Engineer in Contact:

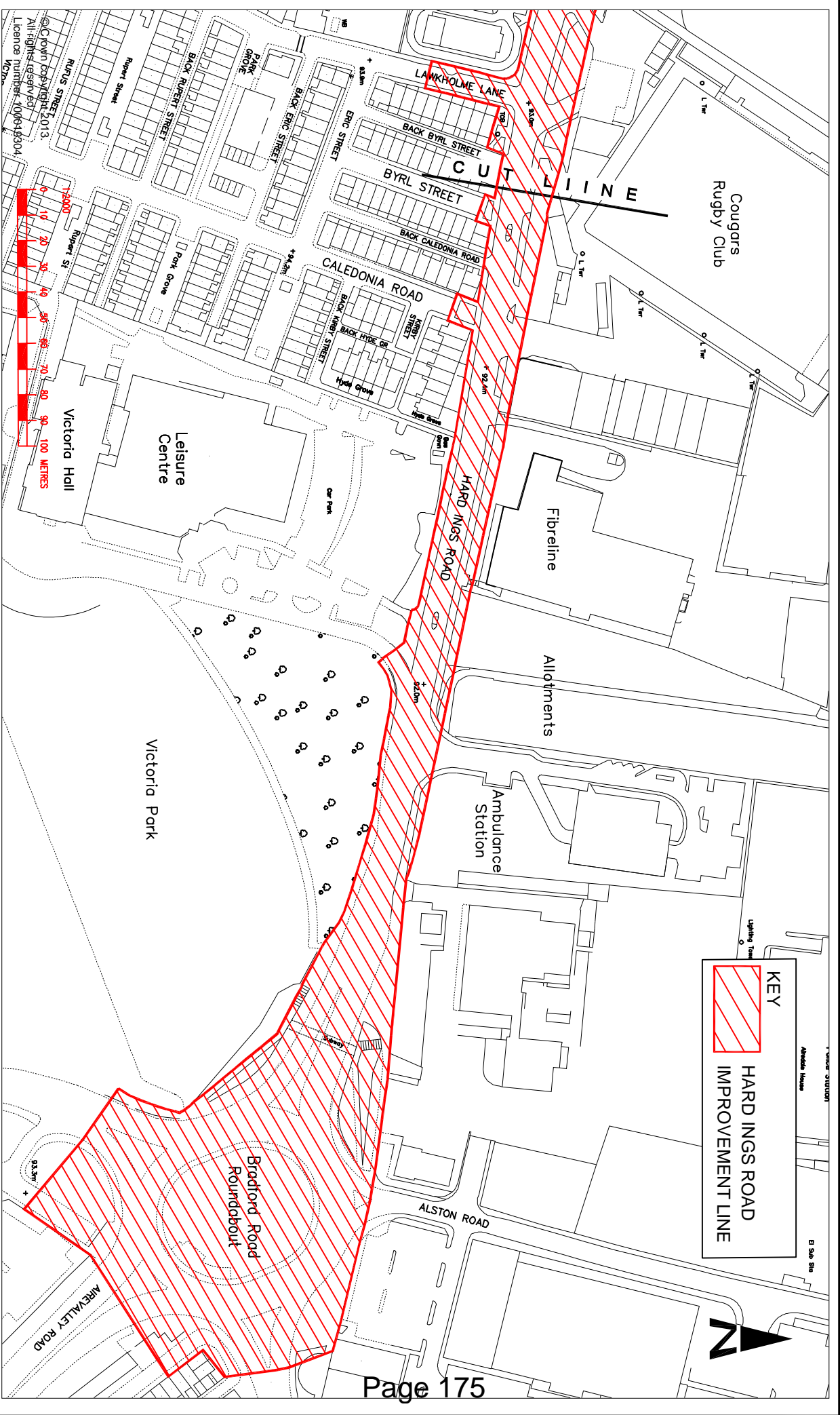
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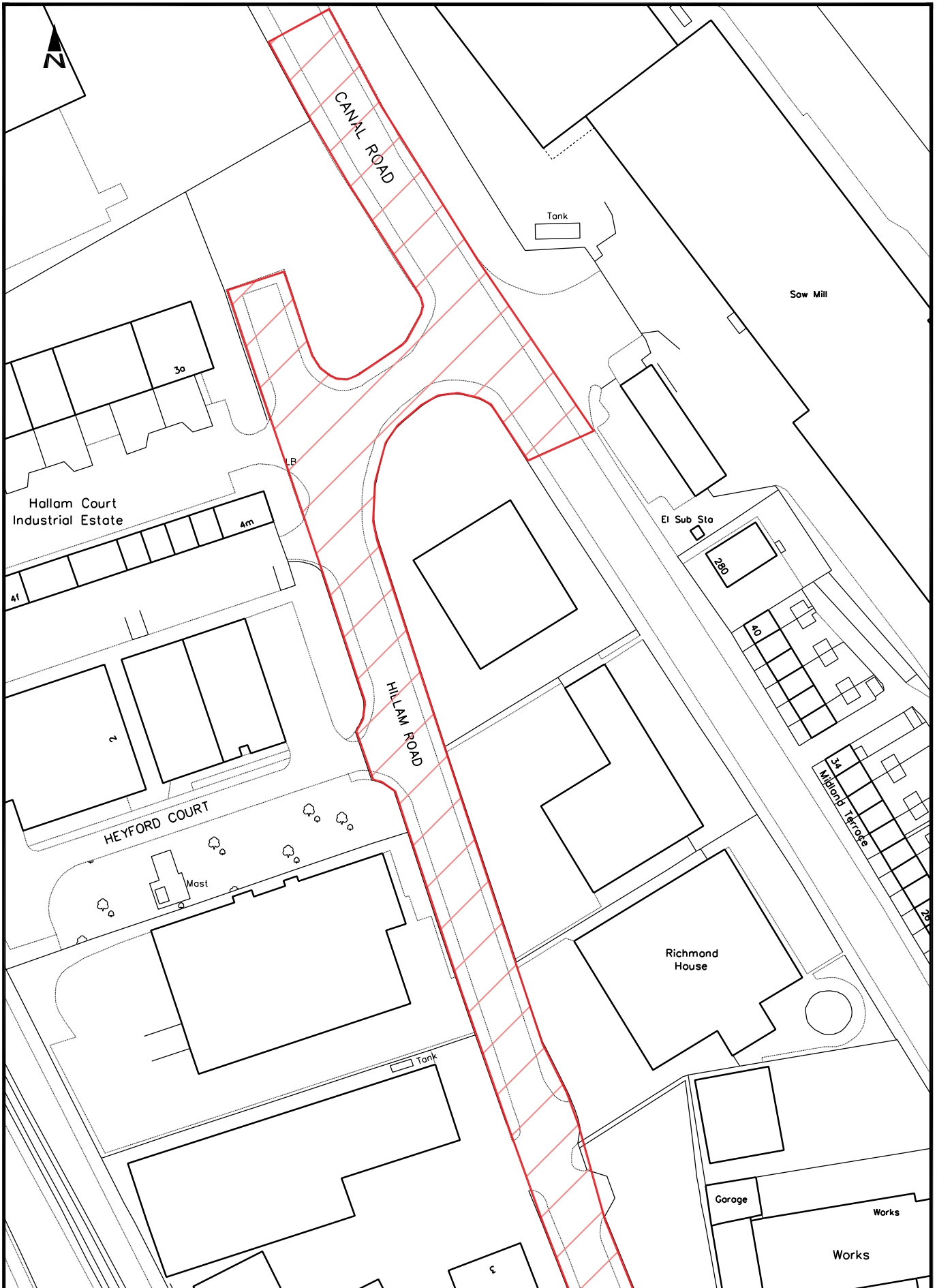


HARD INGS ROAD IMPROVEMENT LINE



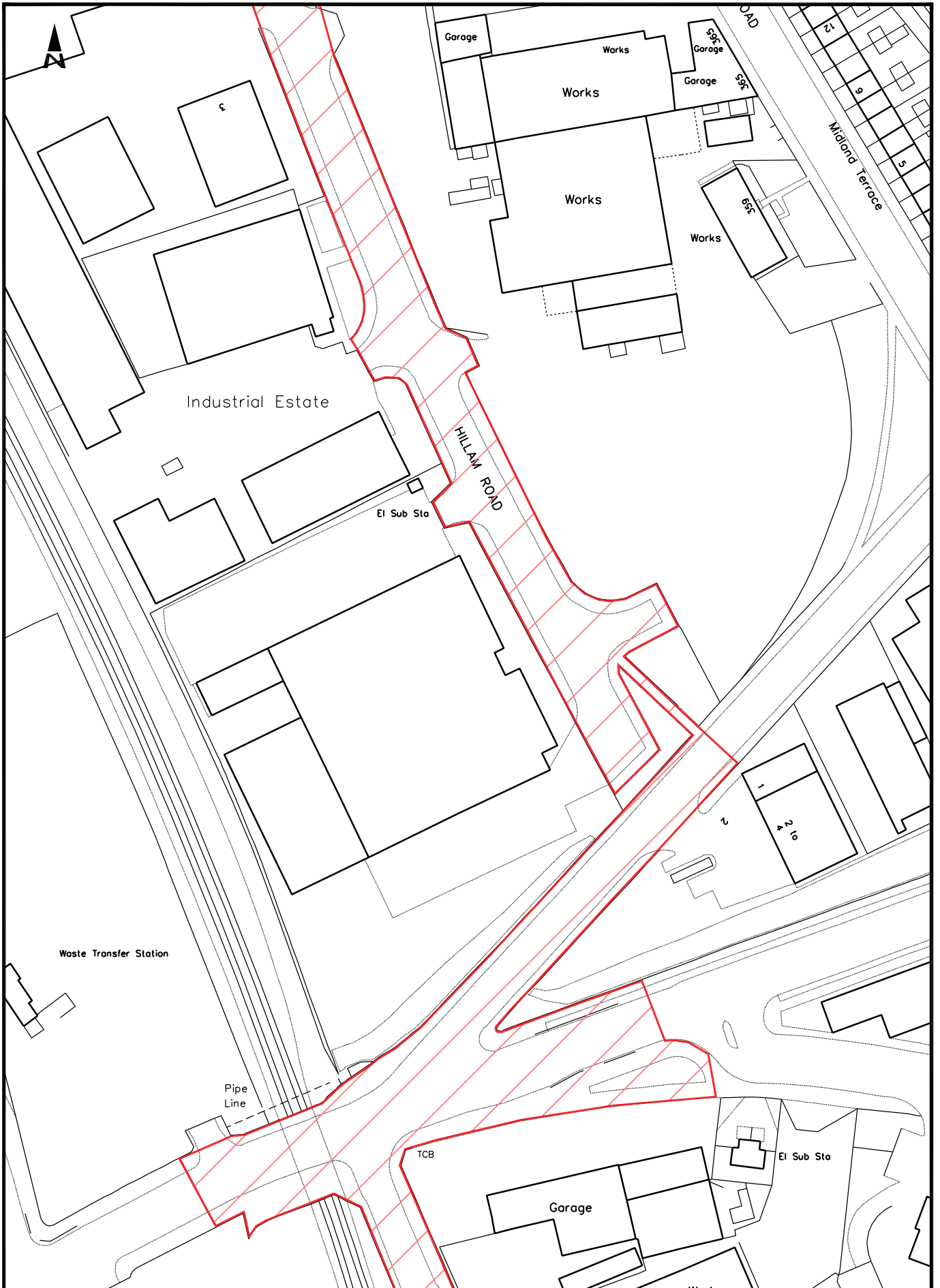
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Drawn SA Approved		Checked CEY Date 09/16		Released Date 09/16	
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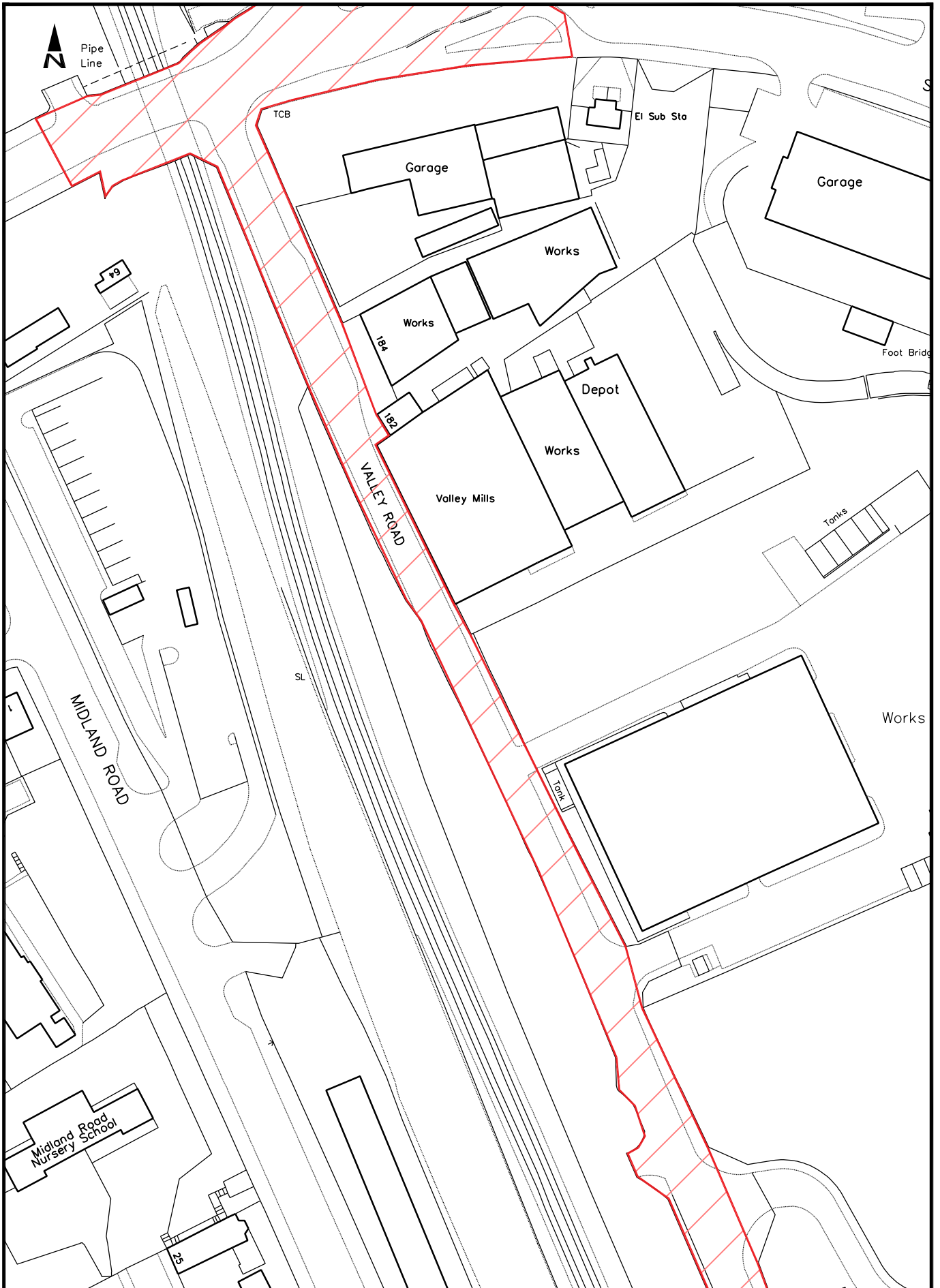
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Client	Revision	Inits	Date	Page 177					

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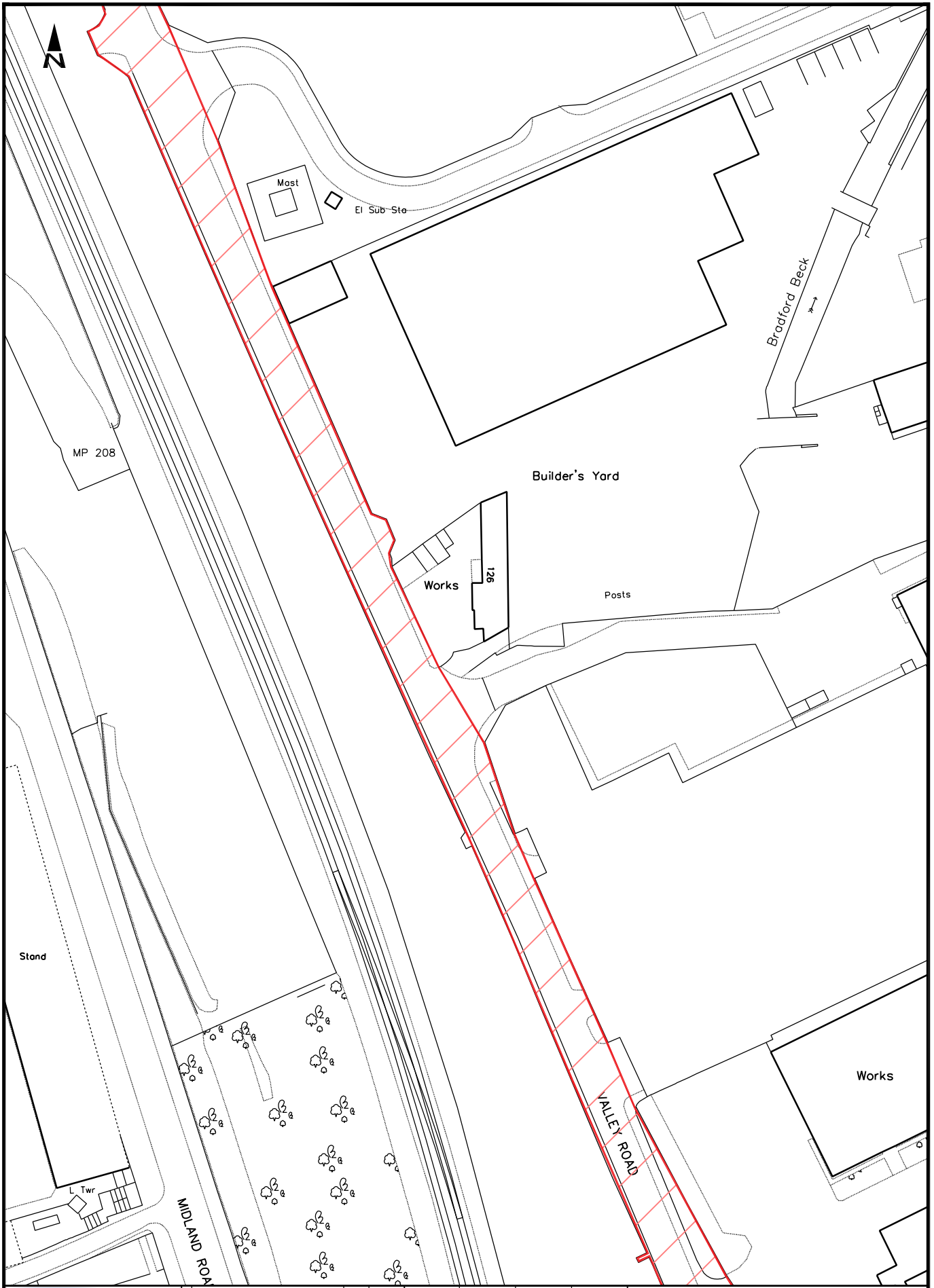
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City of Bradford MDC www.bradford.gov.uk Department of Regeneration and Culture Strategic Director: Barra Mac Ruairi RIBA FRSA		Design: HSS Drawn: HSS Checked: JDH Released:	Project: CITY CONNECT2 CANAL ROAD, BRADFORD
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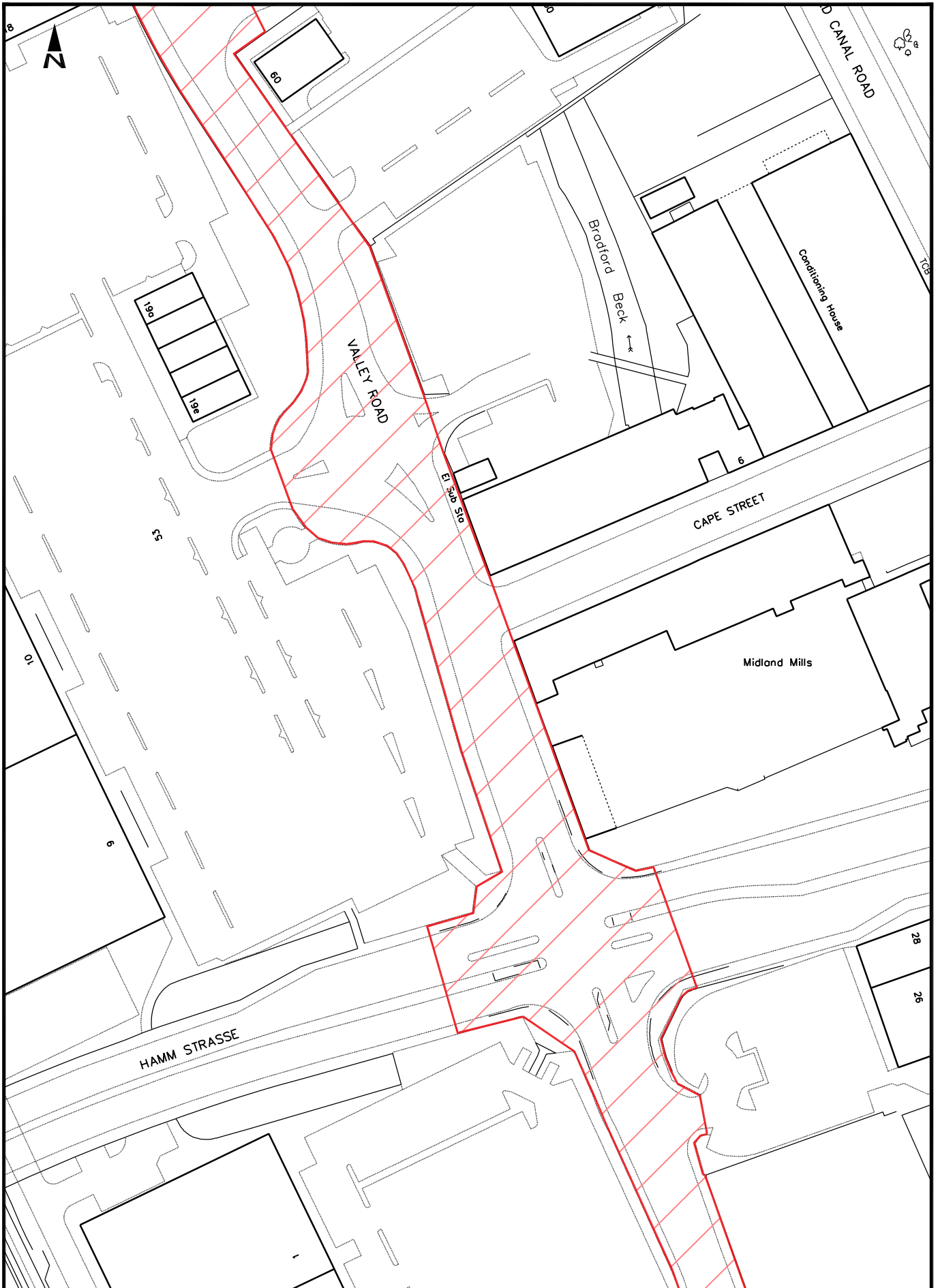
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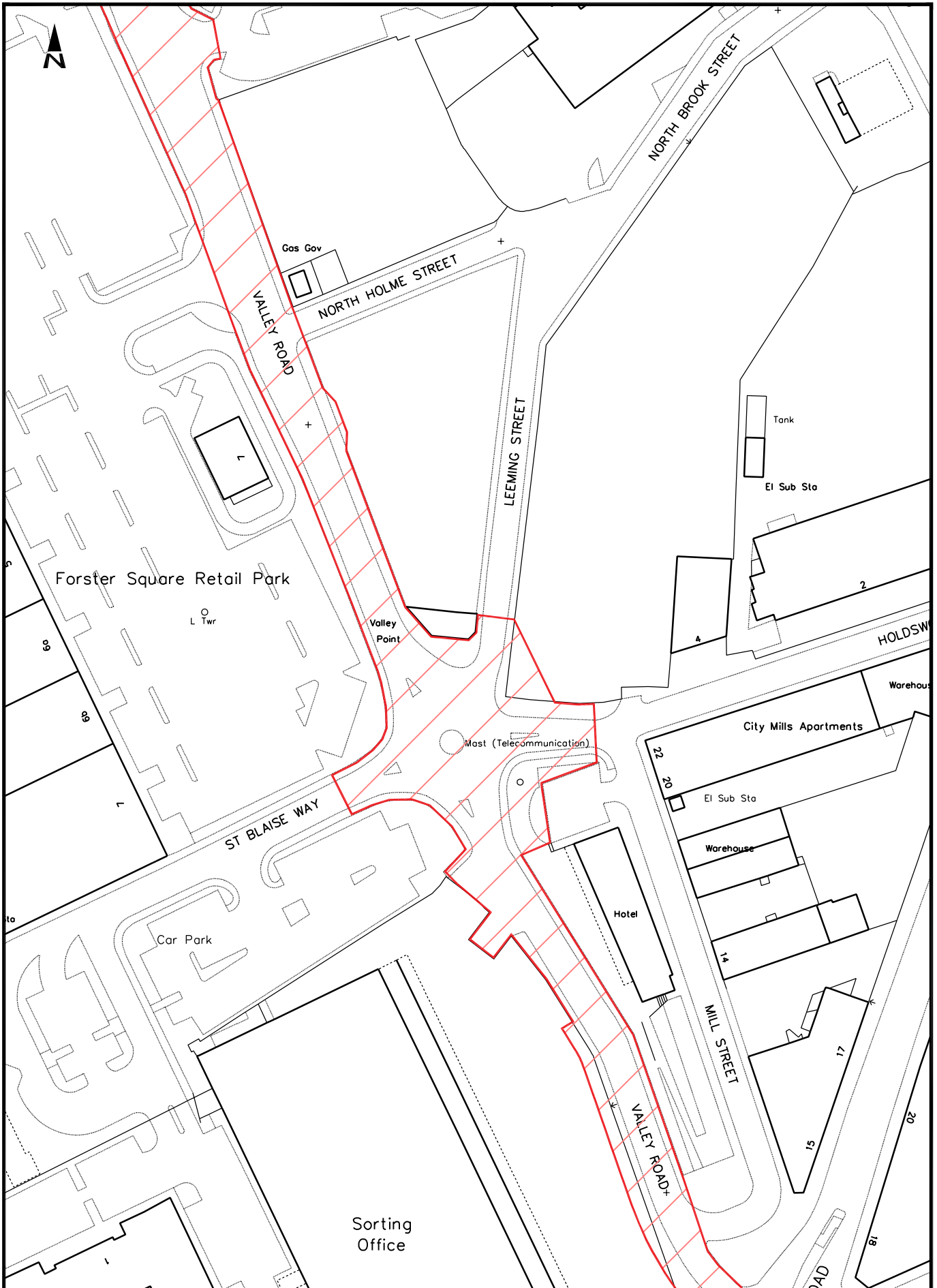
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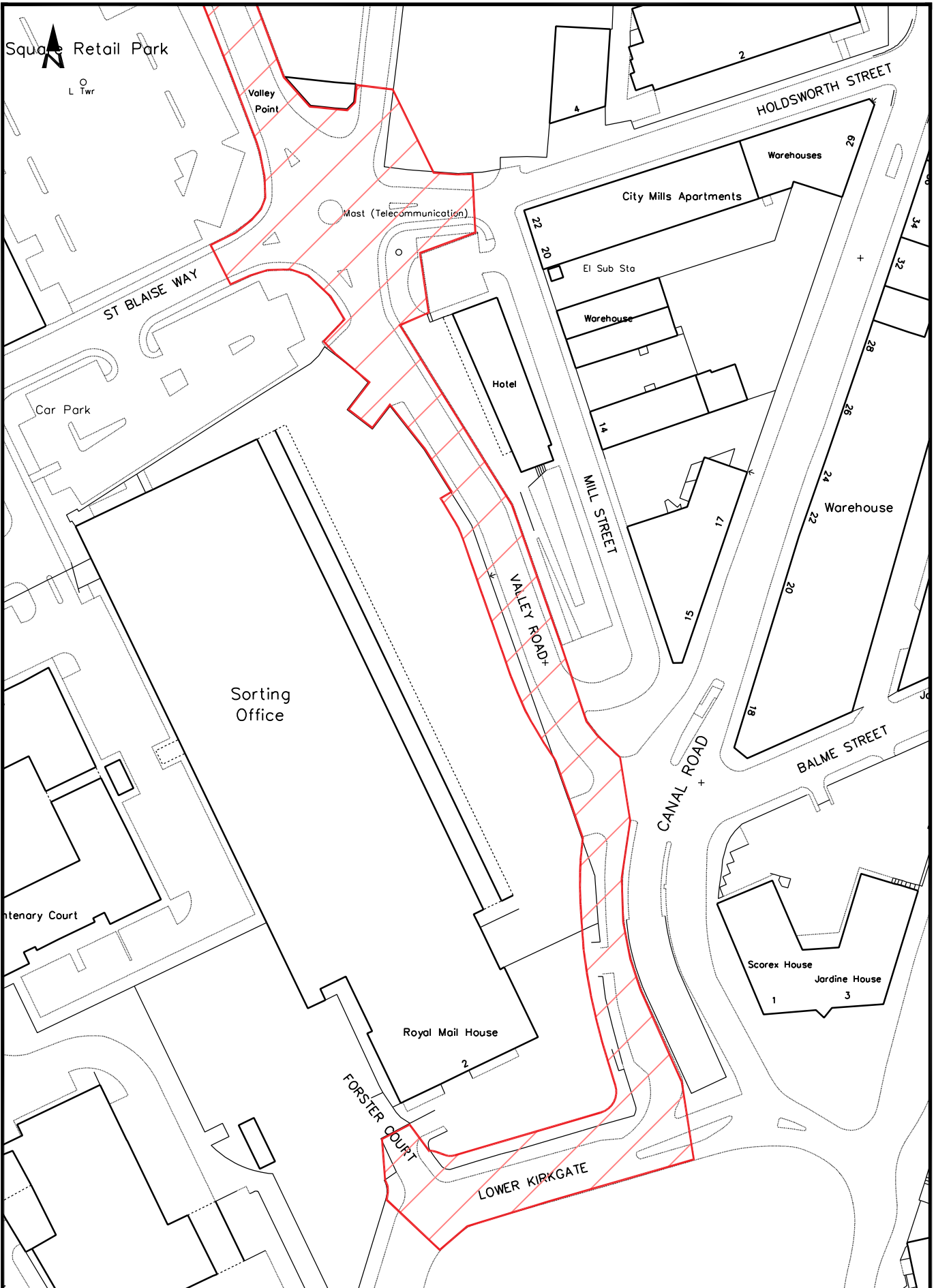
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 Department of Regeneration and Culture
 Strategic Director: Barra Mac Ruairi RIBA FRSA

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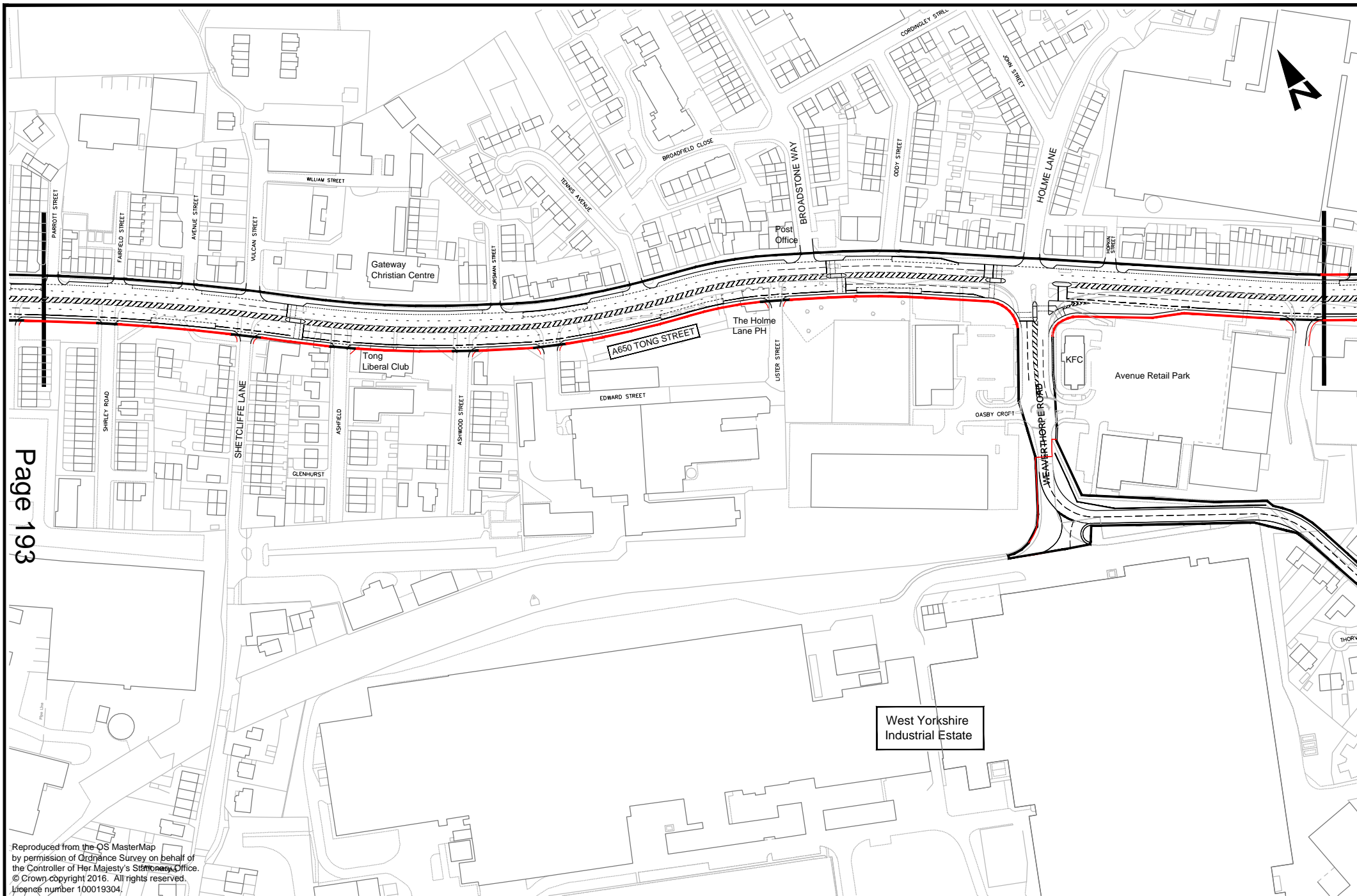
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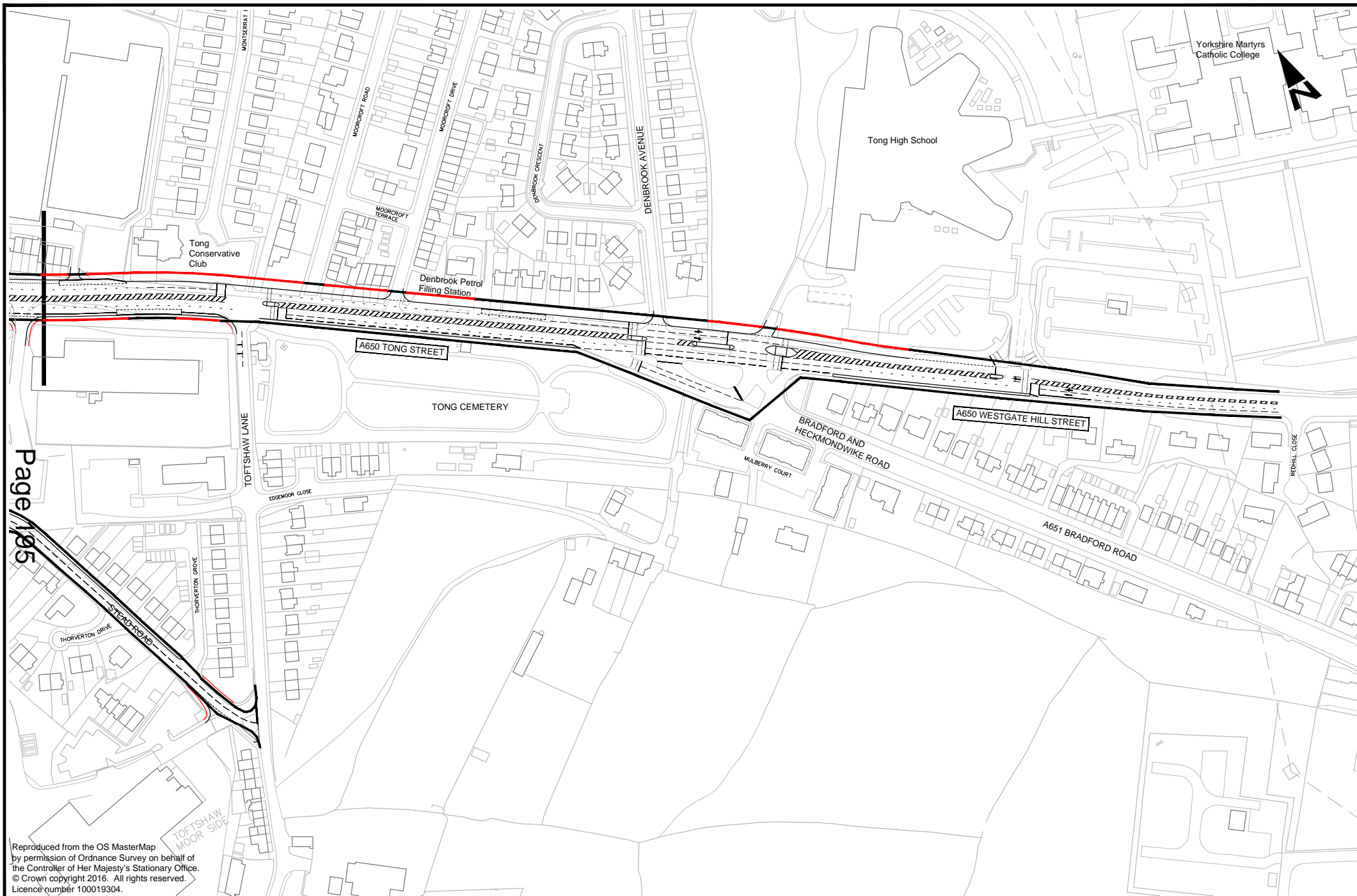
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West Yorkshire Industrial Estate

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City of Bradford MDC www.bradford.gov.uk Department of Regeneration Strategic Director: Mike Cowlam BA (Hons) Town and Country Planning, Dip M, Dip EPP	Design Office Transportation and Highways Service Traffic & Highways East and South 4th Floor Britannia House Hall Ings Bradford BD1 1HX	Project A650 TONG STREET IMPROVEMENT Client	Design MPC	Drawn MPC	Checked AS	Released JC	Drawing Title LAND REQUIREMENT - OPTIONS 1 & 2 SHEET 2 of 3
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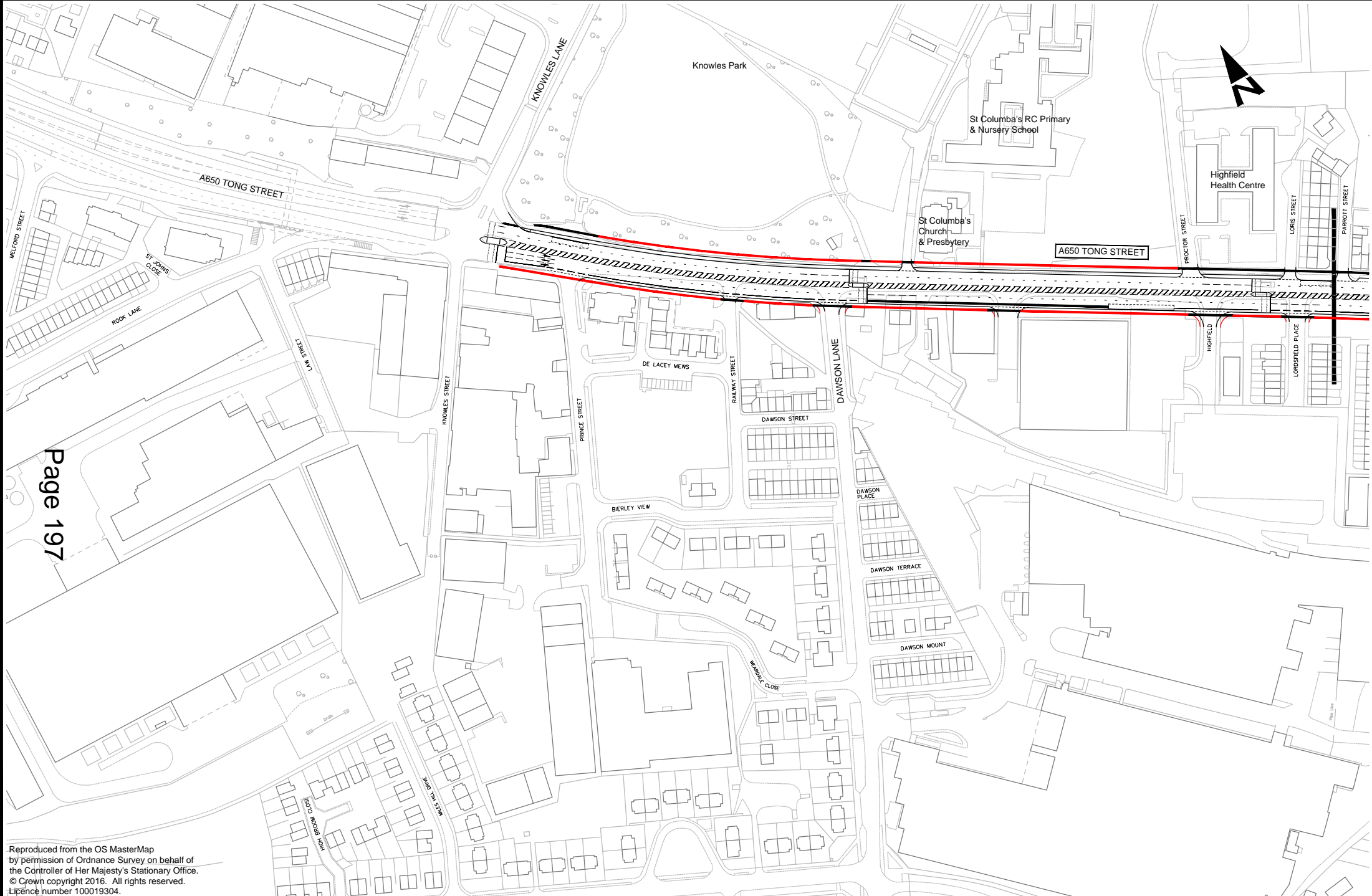


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Project
A650 TONG STREET IMPROVEMENT
 Client

B	Incorporation of both options	JC	23.06.16
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Engineer to Contract							

Drawing Title
LAND REQUIREMENT - OPTIONS 1 & 2
 SHEET 1 of 3
 Drawing No.
 TDG/THS/102579/LA-1

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Report of the Strategic Director – Regeneration to the meeting of Executive to be held on 20 September 2016.

V

Subject:

CityConnect 2 – Bradford Canal Road Corridor Scheme

Summary statement:

The CityConnect 2 – Bradford Canal Road Corridor scheme is one element of the West Yorkshire wide CityConnect 2 programme designed to provide a segregated cycle super highway between Bradford and Shipley it will build on the success of the Bradford to Leeds Cycle Super Highway opened in June of this year.

The construction cost of this scheme is estimated to be £2.508m which will be funded from a proportion of the £22m Department for Transport Cycle City Ambition Grant together with a local contribution from the West Yorkshire Combined Authority; its delivery does not require any financial capital contribution from Bradford Council.

This report describes to Executive how the scheme design has been amended based on the findings of the recent consultation exercise and it seeks Executive's approval to the principles of the scheme design. The report further seeks approval to the implementation and delivery of the scheme.

Mike Cowlam
Strategic Director
Regeneration

Portfolio:

Regeneration, Planning and Transport

Report Contact: Richard Gelder
Transportation Development Manager
Phone: (01274) 437603
E-mail: Richard.Gelder@bradford.gov.uk

Overview & Scrutiny Area:

Environment & Waste

1. SUMMARY

- 1.1 After successfully securing £22m of funding in the second round of the Department for Transport's Cycle City Ambition Grant, Bradford Council along with the West Yorkshire Combined Authority have been working on plans for a new segregated cycle route in-between Bradford and Shipley.
- 1.2 The Bradford Canal Road Corridor Scheme valued at £2.5m is one of several proposed across West Yorkshire that are part of Phase 2 of the CityConnect Programme. The scheme is for a segregated cycle route to provide a safe link for cyclists between the growing residential areas along Canal Road and the employment and training opportunities in Bradford City Centre. It would also provide a connection to the Canal Road Greenway leading to Shipley and thence to the Airedale Greenway.
- 1.1. The scheme is intended to inspire more people to cycle more often. By developing and improving cycle routes and engaging with local populations through activity based projects the WYCA CityConnect team is working towards the vision of West Yorkshire being recognised as a great region for safe cycling. Increasing the level of cycling will improve air quality, lead to a healthier population, create a safer more attractive urban environment and improve the potential for economic growth through further access to employment and training. An additional 69,000 users annually are expected to be generated by the Bradford Canal Road Corridor Scheme.
- 1.2. This report to the Executive seeks:
- To inform the Executive about the outcome of the recent consultation exercise regarding proposals for the Bradford Canal Road Corridor Scheme, as reported in detail at Annex 1, and the subsequent changes made to the initial proposals.
 - Approval to the principles of the Bradford Canal Road Corridor Scheme amended as shown on the plan in Annex 3.
 - The delegation of authority to the Strategic Director Regeneration in consultation with the Portfolio Holder to:
 - a) Progress and approve the detail design of the scheme
 - b) Approve the processing and advertising of any Traffic Regulation Orders or other legal process linked to traffic calming measures, pedestrian and cycle crossings, and converting footways to cycle track;
 - c) Approve implementation of the works.
 - d) Enter into a Dedication Agreement or accept a Dedication as highways land of any land which will form part of the Bradford Canal Road Corridor Scheme which is not within the existing highway boundary.

2. BACKGROUND

- 2.1. CityConnect is a series of improvements to the local environment to encourage people to walk and cycle as part of their everyday journeys. It adopts principles of segregation and priority for cyclists which aim to address real and perceived safety concerns.
- 2.2. The CityConnect scheme is funded by the Department for Transport's Cycle City Ambition Grant. It consists of a number of schemes all intended to inspire more people to cycle more often. By developing and improving cycle routes and engaging with local populations through activity based projects, CityConnect is working towards the vision of West Yorkshire being recognised as a great region for safe cycling.
- 2.3. In July 2016, Bradford Council provided a 4 week consultation process allowing members of the public, local businesses, ward members and emergency services to comment on the proposed Bradford Canal Road Corridor Scheme. The consultation leaflet is included in Annex 2. The consultation aimed to engage with the future users as well as those impacted by the route and the measures proposed, also to influence changes to the proposals. The consultation report is included as Annex 1.
- 2.4. The Bradford Canal Road Corridor Scheme involves a new segregated cycle route running from the City Centre for approximately 2.3km along the Canal Road/Valley Road corridor. It predominately follows Valley Road which offers an attractive route for cyclists and provides a strategic link between the developing residential areas of Canal Road and employment and training opportunities in Bradford City Centre, and Bradford Forster Square railway station. It will also provide a good connection with the existing Canal Road Greenway which leads on to Shipley and the Airedale Greenway.
- 2.5. Valley Road carries approximately 3,000 vehicles per 12 hr weekday (v.p.d) at the northern end and 9,000 v.p.d at the southern end near the retail parks either side of Hamm Strasse. Valley Road is mainly used for accessing local businesses, the retail parks and railway stations. By comparison Canal Road, which carries 35,000 v.p.d and Manningham Lane which carries 14000 v.p.d are mainly used by commuter and through traffic.
- 2.6. The proposed route comprises of five sections which are:
 - Bradford City Centre to St Blaise Way roundabout;
 - Retail Park Section (St Blaise Way to Inkersley Road);
 - Industrial Section (Inkersley Road to Queens Road);
 - Junction at Valley Road/ Queens Road/ Bolton Lane; and
 - Hillam Road.
- 2.7. **Bradford City Centre to St Blaise Way.** A segregated two-way cycle superhighway along Canal Road and Valley Road. Part of this section is aligned within the site of the privately owned former Royal Mail House and, through the

planning process a Section 106 agreement will assure timely delivery of this section of the route. The route crosses Valley Road to pass in front of Travelodge where kerbs within the highway will be altered to provide separate ways for pedestrians, cyclists and motor vehicles.

- 2.8. **Retail Park Section (St Blaise Way to Inkersley Road).** The cycle superhighway continues along the eastern side of Valley Road, passing Halfords and crossing Hamm Strasse at the signalled junction. It continues northwards and crosses to the western side of Valley Road midway between the roundabout access to the retail park and the entrance to Lidl. The traffic lane widths on Valley Road will be narrowed but the number of lanes will remain the same. The traffic signals at Hamm Strasse will be modified to include a new signal stage for the cyclist crossing. In order to avoid affecting capacity by taking time out of the signal junction to accommodate the new cycle crossing stage it will only run on demand and at the same time as Valley Road traffic runs. For safety reasons to avoid conflict between cyclists and other vehicles turning across their path it will be necessary to prohibit vehicles turning left from Valley Road into Shipley Airedale Road. This will affect 600 vehicles out of a total of 26,000 v.p.d entering this junction. The crossing north of the roundabout will be a new type of crossing for cyclists and pedestrians now permitted by the Department for Transport. It is based on a Zebra crossing that incorporates a parallel crossing for cyclists and will be built on a new road hump to reduce the speed of traffic.
- 2.9. **Industrial Section (Inkersley Road to Queens Road).** The cycle superhighway then moves through the industrialised area of Valley Road to a signal controlled crossing at Queens Road. The route will be along the western side of Valley Road where there is currently no footway. The cycle track will be separated from motor vehicles with a new concrete kerb and space will be provided by narrowing the carriageway. In order to maintain access to business premises Valley Road will become a one-way street northbound and parking restrictions will be applied along most of the length of this section. Sufficient space on the carriageway should be available to meet the existing needs of businesses although people used to parking here on match days at Bradford City will be affected. On these occasions approximately 80 car spaces could be displaced.
- 2.10. **Valley Road/ Queens Road/ Bolton lane Junction.** Here, a new signal controlled junction will be provided incorporating signal controlled cycle and pedestrian crossings and a separate stage to enable Valley Road traffic to exit more easily into Queens Road. This new junction will be linked to the traffic signals at the Midland Road so the two junctions will operate as one and this will improve safety and ease the flow of traffic. There will be no-entry to Valley Road as this will be one-way northbound.
- 2.11. **Hillam Road.** The cycle superhighway continues through the industrial area to the existing cycle track on Canal Road near the crossing opposite Arnold Lavers. The route will be along the western side of Hillam Road and will be separated from motor vehicles and pedestrian routes with new concrete kerbs. Space will be provided by narrowing the footways on both sides of the road and widening the carriageway on the eastern side of Hillam Road. The carriageway width will remain the same as at present so that access to premises can be maintained

- whilst also maintaining space for lorries to park.
- 2.12. Informal consultations with individual businesses and groups held earlier in the year helped develop the proposals that were the subject of the consultation.
- 2.13. The formal consultation was held from 4th July to 29th July 2016 using several methods:
- Facebook and Twitter used to promote events and provide information to the public;
 - Letters and leaflets to 1800 addresses in the locality promoting the consultation events and providing information;
 - Two events at Bolton Woods Community centre on 20th July 2016 where leaflets, large scale plans and images, with members of the CityConnect design team being available to discuss detailed aspects of the proposals;
 - Key stakeholders identified and sent leaflets and event details via email.
- 2.14. Analysis of the questionnaires showed that overall, out of a total of 29 respondents 83% of all respondents were in favour of the proposals and 72% said they would use the scheme. 79% of respondents were in support of segregating traffic and cyclists along the route.
- 2.15. The majority of respondents were in favour of the local junction improvements which included restricting turning movements, parking and introducing one way roads.
- 2.16. Many comments referred to details of design, signing, enforcing parking restrictions etc all concerned that the new facility is used as intended and is a success.
- 2.17. All the businesses along Valley Road, Bolton Lane and Hillum Road have been contacted and meetings have been held with those most likely to be affected by the proposals. The aim was to understand how the businesses use the highway to access their premises and what effect any changes might have on their operations, deliveries and customer access.
- 2.18. Shaw Moisture Meters and Dulux Decorator Centre are concerned about the proposal to prohibit the right-turn from Bolton Lane on to Queens Road and the right-turn from Queens Road on to Bolton Lane. The alternative route would involve negotiating the Bolton Lane/ Canal Road junction and this they consider would be too dangerous and have a detrimental affect their businesses. The prohibited right turns have been removed from the amended proposals.
- 2.19. Trevor Iles is concerned that narrowing Valley Road outside their premises would result in a loss of on-street parking for customers and a waiting area for delivery vehicles. They are also concerned about the length of the alternative route to gain access to warehousing premises on an adjacent site due to the introduction of a one-way street. However, they do hold the view that the new traffic signals at the Queens Road junction and the one-way street would in other ways help their business and improve safety. The extent of the one-way street has been reduced in the amended proposals and road widths have been revised in order to try to

address these concerns.

- 2.20. Petros Textiles is concerned that narrowing Valley Road with a raised kerb would prevent the largest HGV delivery vehicles gaining access to their premises. They thought that new traffic signals at the Queens Road junction and the one-way street would help their business.
- 2.21. West Yorkshire Fellmongers has no particular concerns with the proposals.
- 2.22. Uriah Woodhead Building Merchants is concerned that narrowing Valley Road with a raised kerb could prevent HGV's gaining access to their premises. This could be addressed by altering the entrance gateway to the premises and is now included in the amended proposals.
- 2.23. The Royal Mail Delivery Office has no particular concerns with the proposals.
- 2.24. Undeveloped land adjacent to the railway would appear to provide an opportunity to build a cycle track in a linear park away from the highway. A preliminary investigation has identified that the additional costs for land and construction could be in the order approaching £1m and this, along with the timescale involved, puts this option beyond the scope of this scheme.
- 2.25. The CityConnect Advisory Group which comprises mainly cyclists experienced in using similar schemes has provided some very useful comments mainly concerning the details of the design with the intent of ensuring that the scheme is a success and used as intended. In particular they had concerns about the quality of the proposed design for the crossings at St Blaise roundabout and that the inconvenience caused to cyclist would encourage them to bypass the new facilities, preferring to cycle on the carriageway instead.
- 2.26. Following the consultation the proposals, which have been amended to address the issues identified, are shown in Annex 3.
- 2.27. The changes that have been made include:
 - Omitting the proposed No Right Turn for motor vehicles from Bolton Lane onto Queens Road – this not being essential to implement the scheme;
 - Omitting the proposed No Right Turn for motor vehicles from Queens Road onto Bolton lane – this also not being essential to implement the scheme;
 - Changes to the extent of the proposed one-way northbound for motor vehicles on Valley Road in order to link business premises – this can be accommodated without detriment to the scheme;
 - Review of the carriageway and cycle track widths on Valley Road;
 - Introducing a proposal for No Motor Vehicles on Leeming Street – this being essential to improve the safety and convenience of cyclists at St Blaise roundabout.

3. OTHER CONSIDERATIONS

3.1 The overall objectives of the CityConnect programme are:-

- To increase walking and cycling so that it becomes part of peoples healthy life plans.
- Make cycling a natural and popular choice for short journeys.
- Make cycling accessible to all, including low income and vulnerable groups.
- Improve access to employment, skills and education.
- Reduce CO2 emissions and improve local air quality.
- Create a safe environment for active modes.

3.2 The programme will complement other cycling activities within the Local Transport Plan which are being delivered across West Yorkshire.

3.3 The overall approach is designed to release the huge potential for significant increases in both cycling and walking through a long term strategy focusing on :-

- Environment – creating a cycle and pedestrian friendly environment that connects to the main centres, by providing a high quality network which is segregated where possible.
- Encouragement – a wide range of activities to encourage people to try cycling, consider walking, and to cycle and walk more often; and
- Engagement – establishing a framework with a wide range of third sector organisations, utilising their expertise, energy and enthusiasm.

3.4 It is intended that the programme will accelerate by seven years the delivery of the LTP target of 7.5% of journeys by cycle in 2026 (12% of journeys within the targeted geographical area).

3.5 Monitoring and Evaluation.

The grant requires that a monitoring and evaluation plan is set in place. This will include 'before' and 'after' cycle counts, household surveys and the collection (and subsequent analysis) of air quality and highway casualty data. This work will be led by the West Yorkshire Local Transport Plan partnership.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 Funding for the Bradford MDC input to the programme will be provided by the Integrated Transport Authority in accordance with the principles established for the allocation of West Yorkshire Local Transport Plan funding.

4.2 On 2 March 2015, the West Yorkshire Combined Authority was awarded £22.107million of Government funding for a successful bid to the second DfT Cycle City Ambition Fund. Combined with an additional £8.171million of local match funding, this transformational package of infrastructure improvement schemes and behavioural change measures totals £30.278million.

4.3 Table showing the funding profile for the whole of CityConnect 2 programme.

£000s	2015-16	2016-17	2017-18	Total
DfT funding	1,414	6,751	13,941	22,107
Local Authority contribution	607	2,860	4,555	8,022
Third Party contribution	50	50	50	150
TOTAL	2,071	9,661	18,546	30,278

4.4 Table showing the breakdown of costs for the core infrastructure projects in the CityConnect 2 programme.

Schemes	Existing Match Funds (£)	DfT and new Match Funds (£)
Capital Works		
Leeds City Centre Upgrades	150,000.00	6,270,098.80
Canal Road Corridor	-	2,508,039.52
Castleford to Wakefield	-	2,978,296.93
Canal Towpath Upgrades 1) Upper Calder Valley (£3,400,936) 2) Airedale Greenway (£825,013) 3) Huddersfield to Golcar (£500,000)	180,000.00	4,489,651.78
Huddersfield Town Centre	-	1,567,524.70
Scarborough Bridge	1,000,000.00	1,935,593.00
Neighbourhood works	-	2,400,000.00
Revenue Projects		
Go:Walking (funding from LSTF)	40,000.00	510,000.00
Communication and engagement	-	1,500,000.00
Programme Costs		
Risk and Optimism Bias (held centrally)	-	4,653,009.14
Programme Management Team (delivery team)	-	323,029.56
Monitoring and Evaluation	-	323,029.56
Sub-total	1,400,000	29,448,272.99
TOTAL		30,848,272.99

4.5 City of Bradford MDC staff resources and specialist technical services required to develop and deliver the programme in accordance with this report are funded through the programme budget.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The governance of this project is the responsibility of the WYCA and is controlled under their Assurance Framework. A rigorous project management system is in place for all West Yorkshire Transport Fund projects based around the OGC PRINCE2 (Projects in Controlled Environments) and MSP (Managing Successful

Programmes) methodologies. The scheme described in this report will be subject to these processes.

6. LEGAL APPRAISAL

6.1 The Council has powers under Section 65 of the Highways Act 1980 to implement cycling infrastructure programmes of this nature. The Council may also use Traffic Regulation Orders to secure the expeditious, convenient and safe movement of all traffic including cyclists. The Highway Authority may accept dedication of land not in its ownership as Highway Authority.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The programme provides facilities for active travel, supporting equality and diversity.

7.2 SUSTAINABILITY IMPLICATIONS

This significant cycling programme has multiple benefits in terms of sustainability. It offers positive contributions to environmental, personal and community well being and because this is a significant piece of capital infrastructure its benefits and values continue to be generated over the long term.

7.3 GREENHOUSE GAS EMISSIONS

The programme focuses on accelerating the delivery of the LTP's target of increasing journeys by cycle, reducing CO₂ and improving air quality. It should aid a reduction of the Council's own and the wider District's carbon footprint and emissions from other greenhouse gasses.

7.4 COMMUNITY SAFETY IMPLICATIONS

The scheme will offer improved safety for cyclists and maintain facilities for pedestrians.

7.5 HUMAN RIGHTS ACT

There are no implications for the Human Rights Act 1998

7.6 TRADE UNION

There are no Trade Union implications arising from this report.

7.7 WARD IMPLICATIONS

The scheme lies substantially within the Bolton and Undercliffe Ward and the City Ward.

Members and the local community and businesses have been consulted on the

proposals to date. Further consultations will take place at the Order publication stage and at key stages of implementation.

8 NOT FOR PUBLICATION DOCUMENTS

None.

9 OPTIONS

9.1 Executive could choose to support the recommendations. This would ensure the programme can be delivered within the timescales necessary to utilise the DfT grant funding.

9.2 Executive could choose not to support the recommendations, but this would jeopardise delivery of the programme across the West Yorkshire Districts.

9.3.1 Executive could choose to make additional resolutions relating to this programme

10 RECOMMENDATIONS

10.1 That note is taken of the consultation exercise into proposals for the Bradford Canal Road Corridor Scheme, as reported in detail in Annex 1, and the subsequent changes made to the proposals, as shown in Annex 3.

10.2 That approval is given to the principles of the Bradford Canal Road Corridor Scheme, which includes the changes following the consultation, as shown on the plan in Annex 3.

10.3 That authority is delegated to the Strategic Director Regeneration in consultation with the Portfolio Holder to:

- a) Progress and approve the detail design of the scheme.
- b) Approve the processing and advertising of any Traffic Regulation Order or other legal process linked to traffic calming measure, pedestrian and cycle crossings, and converting footways to cycle tracks;
- c) Approve implementation of the works.
- d) Enter into a Dedication Agreement or accept a Dedication as highways land of any land which will form part of the Bradford Canal Road Corridor Scheme which is not within the existing highway boundary.

10.4 That any valid objections to the advertised Traffic Regulation Orders, traffic calming, crossing facilities and cycle tracks be submitted to the Executive and the Bradford East Committees for consideration or in the event of there being no valid objects the Traffic Regulation Orders be sealed and implemented and the traffic calming, crossing facilities and cycle tracks be implemented as advertised.

ANNEXES

10.1 Annex 1:- CityConnect Consultation Report, Bradford Canal Road Corridor, August 2016.

10.2 Annex 2:- Leaflet showing scheme proposals at time of July consultation

10.3 Annex 3:- Plan showing scheme proposals modified since July consultation.

11 **BACKGROUND DOCUMENTS**

11.1 Highways Act 1980

11.2 Road Traffic Regulations Act 1984

11.3 Scheme file number 103116

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CityConnect Consultation Report

Bradford Canal Road

August 2016



Summary of Key Findings






From 4th July 2016 to 29th July 2016, consultation on the CityConnect scheme proposals for Bradford Canal Road was undertaken. There was a total of 29 responses received over the four week period both online and through community events.

Overall, 83% of all respondents were in favour of the proposals and 72% said they would use the scheme. 79% of respondents were in support of segregating traffic and cyclists along the route.

The majority of respondents were in favour of the local junction improvements which included restricting turning movements, parking and introducing one way roads.

After being presented with the CityConnect proposals for Bradford, each respondent was asked to comment on which aspects of the proposals they supported.

Overall, 5 themes were identified, these are:

-  Maintenance of signage, lane markings and surface
-  Priority for cyclists
-  Parking restrictions
-  Restricted access for businesses
-  Completing older schemes before the proposed scheme

Many comments focused on the existing level of cycle lining and signing along Valley Road, Bolton Lane and Hamm Strasse. All respondents were pleased with the improvements to Valley Road as it is currently not considered fit for purpose.

Some respondents are concerned with the proposals for bi-directional cycle lanes. Not because they do not like the design but they are concerned with the width to allow for overtaking where necessary. The majority of respondents are in support of the segregated cycle lanes they just want to ensure they will be utilized as intended.

Respondents were keen to understand if there would be parking restrictions along the route as some feel currently there are too many parked cars blocking good cycle ways specifically on Bolton Lane. Some concerns were raised regarding HGV road space on Hllam Road.

Two business owners attended the community consultation event, and expressed their concerns that the proposed scheme would have on their business.

1 Introduction

Background

CityConnect is a series of improvements to the local environment to encourage people to walk and cycle as part of everyday journeys. It adopts principles of segregation and priority for cyclists which aim to address real and perceived safety concerns.

The CityConnect scheme is funded by the Department for Transport's Cycle City Ambition Grant. It consists of a number of projects all intended to inspire more people to cycle more often. By developing and improving cycle routes and engaging with local populations through activity based projects, CityConnect is working towards the vision of West Yorkshire being recognised as a great region for safe cycling. Increasing the level of cycling will improve air quality, lead to a healthier population, create a safer more attractive urban environment and improve the potential for economic growth through further access to employment and training.

In July 2016, Bradford City Council provided a 4 week consultation process allowing members of the public to comment on the proposed Bradford Canal Road scheme. The consultation aims to engage with the future users as well as those impacted by the route and the additional measures proposed. This report aims to provide the results of the consultation process between 4th July and 29th July 2016.

The Bradford Canal Road Scheme involves a new segregated cycle route running from the City Centre for approximately 2.3km along the Canal Road/ Valley Road corridor. It predominately follows Valley Road which offers an attractive route for cyclists and provides a strategic link between residential areas and employment opportunities. This new route would provide a strategic link between the developing residential areas of Canal Road and the jobs and training opportunities in Bradford City Centre. It would also provide a good connection with the existing Airedale Greenway cycle corridor.

The proposed route comprises of five sections, these are:

- Bradford City Centre to St Blaise Way roundabout;
- Retail Park Section (St Blaise Way to Inkersley Road);
- Industrial Section (Inkersley Road to Queens Road);
- Valley Road/ Queens Road/ Bolton Lane junction; and
- Hillam Road.



Bradford Canal Road Scheme

Bradford City Centre to St Blaise Way roundabout

A segregated two-way cycle superhighway along Canal Road and Valley Road, aligned along the site of the former Royal Mail House. This section of the route requires additional land that has been safeguarded through the grant of planning permission to develop this site. The two schemes are tied together in terms of the timing of delivery. As a temporary measure, if necessary to avoid delay to delivering the cycle route, an on-road diversion route along Holdsworth Street and Canal Road has been identified that can be implemented to ensure continuity of the route. There will be a connecting link to the bottom of Church Bank and the Leeds – Bradford Cycle Super Highway. Alterations will be made to the kerb positions on the cycle track side of the road in order to provide separate ways for pedestrians, cyclists and motor vehicles. Traffic lane widths will be adjusted to suit the space available.

Retail Park Section (St Blaise Way to Inkersley Road)

The cycle superhighway continues along the eastern side of Valley Road, passing the Forster Square Shopping Park and crossing Hamm Strasse through the existing signalled junction which will be modified to incorporate a signal controlled cycle crossing. The route will then cross to the western side of Valley Road via a raised controlled crossing at a point midway between the two entrances to the car parks next to Lidl. It continues to a point opposite the Asda store.

In order to accommodate the cycle crossing at Hamm Strasse without affecting ring road traffic it will be necessary to prohibit the left turn from Valley Road towards Shipley Airedale Road. The alternative route for motor vehicles will be to either head north along Valley Road to access Shipley Airedale near Tesco or continue south along Valley Road and turn left along Holdsworth Street to join Canal Road.

Industrial Section (Inkersley Road to Queens Road)

The cycle superhighway then moves through the industrialised area of Valley Road to a signal controlled crossing at Queens Road. The route will be along the western side of Valley Road where there is currently no footway. The

cycle track will be separated from motor vehicles with a new concrete kerb and space will be provided by narrowing the carriageway. In order to maintain access to business premises Valley Road will become a one-way street northbound and parking restrictions will be applied along most of the length of this section. There will be some on-street parking, but it will be limited.



Valley Road/ Queens Road/ Bolton Lane junction

Here, a new signal controlled junction will be provided that will incorporate a signal controlled cycle crossing and will stop traffic on Queens Road to allow Valley Road traffic to exit onto Queens Road. This new junction will be linked to the traffic signals at the Midland Road junction and will ease congestion on ring road traffic.

There will be no-entry to Valley Road as this will be one-way northbound. There will be no-right-turn from Bolton Lane on to Queens Road and no-right-turn from Queens Road on to Bolton Lane. There will also be parking restrictions introduced along Bolton Lane.

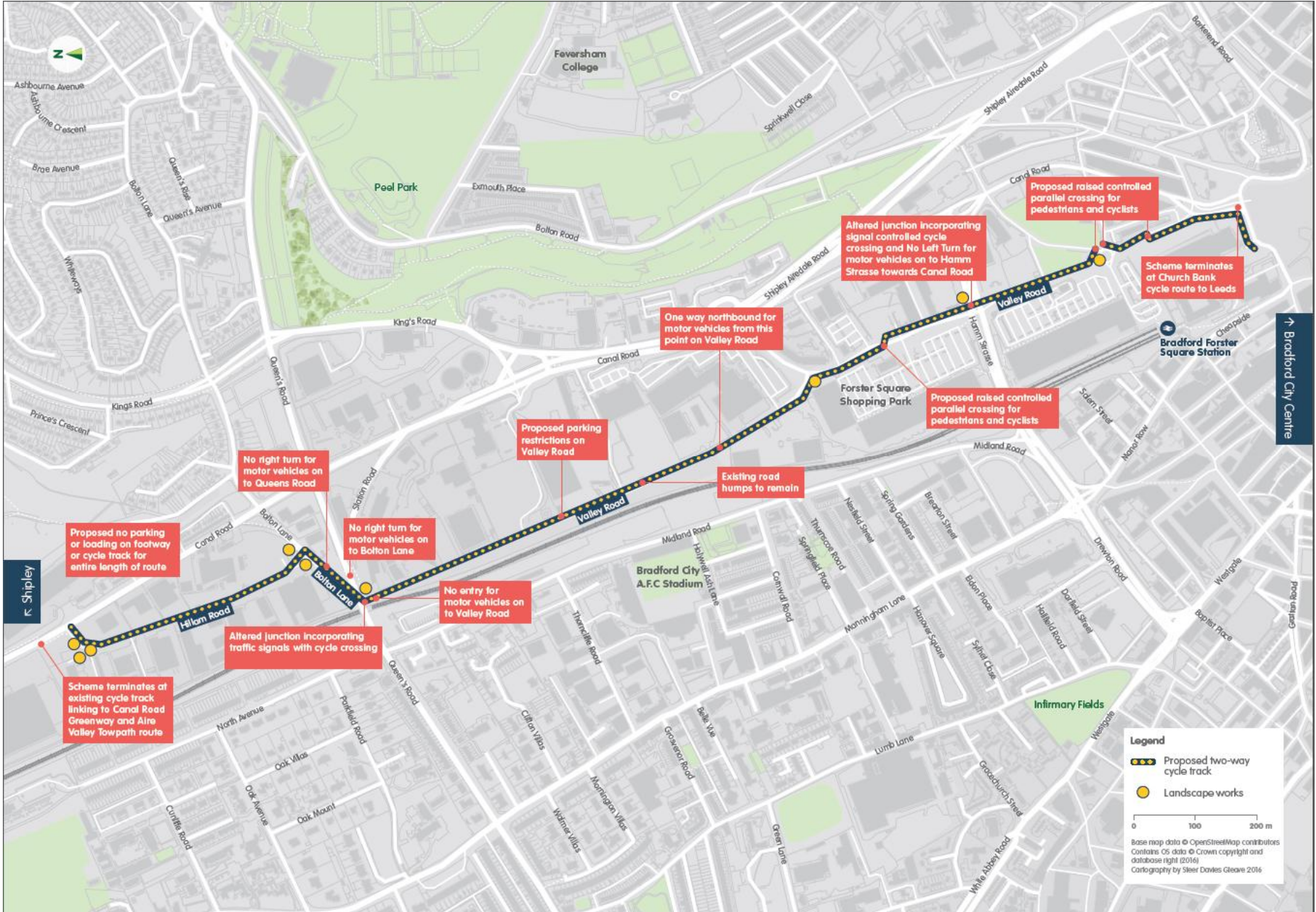
Hillam Road

The cycle superhighway continues through the industrial area to the existing cycle track on Canal Road near the crossing opposite Arnold Lavers. The route will be along the western side of Hillam Road and will be separated from



motor vehicles and pedestrian routes with new concrete kerbs. Space will be provided by narrowing the footways on both sides of the road and widening the carriageway on the eastern side of Hillam Road. The carriageway width will remain the same as at present so that access to premises can be maintained whilst also maintaining space for lorries to park.





2 Methods of consultation

Several methods of consultation were used:

- Users were encouraged to login **online** to comment on the scheme. The CityConnect Facebook page and Twitter page were used to promote events and provide information to the public. The same questionnaire used at events was available online.

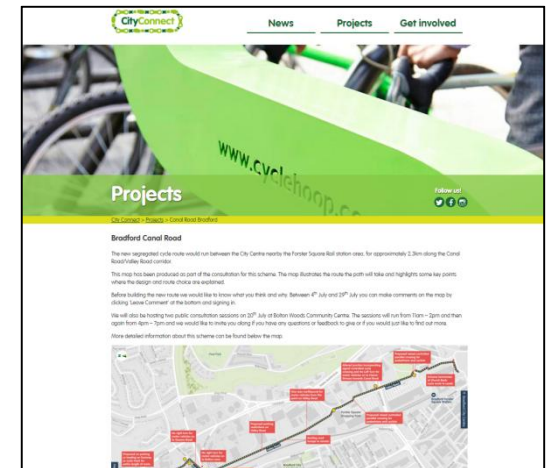


- Consultation Events** in community facilities where leaflets, maps and images were provided and the CityConnect team could engage with the public to obtain their views. A member of the CityConnect design team was also available to provide technical information about the scheme and discuss detailed aspects of the route design with consultees. At the events, members of the public were encouraged to fill out a **short questionnaire** to obtain views and residential postcodes for each respondent to provide a geographical reference for each result.



- Door-drop** of consultation material to affected frontages. All residential and business properties fronting the route, received a pack containing a letter, section leaflet, detailed maps and details of consultation events.

- Key **Stakeholders** were identified and all were sent leaflets via email regarding scheme proposals and they were made aware of the consultation event dates and locations.



3 Questionnaire Results

Two events were held at Boltonwoods Community Centre on 20th July 2016 between 11am to 2pm and from 5pm to 7pm. At each consultation, members of the public were shown maps of the proposals before being asked to undertake a short questionnaire to obtain their views. 11 respondents filled out a questionnaire at this event.

18 respondents filled out the same questionnaire using the CityConnect website. Giving a total of 29 respondents to the questionnaire.

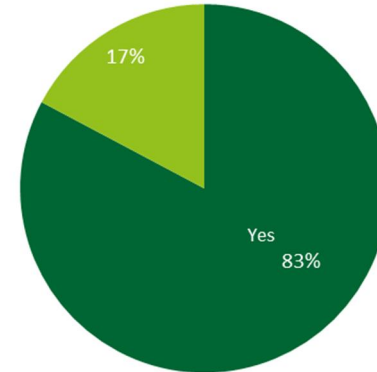
The questionnaire contained the following 10 questions to ascertain:

- 🚲 Do you support the scheme?
- 🚲 Will you use the Cycle Route?
- 🚲 Do you support Cycle segregation?
- 🚲 Do you support the introduction of the restriction on motor traffic turning right onto Queens Road?
- 🚲 Do you support the introduction of the restriction on motor traffic turning right onto Bolton Lane?
- 🚲 Do you support the introduction of the one way system?
- 🚲 Do you support the introduction of parking restrictions on Valley Road?
- 🚲 Do you support the junction treatment at Valley Road/Hamm Street Crossroads?
- 🚲 Do you support the introduction of traffic signals at Valley Road / Queens Road?
- 🚲 Any further comments?

Results to each question will be reported with a summary of comments given by respondents.

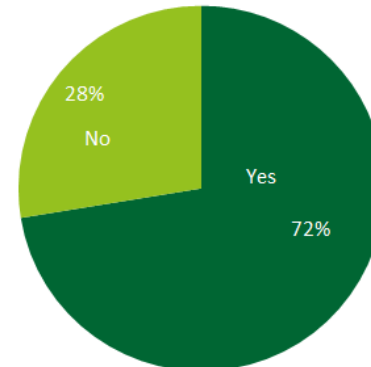
Q1 Do you Support the Scheme?

83% of respondents were in support of the proposed scheme, 17% were not.



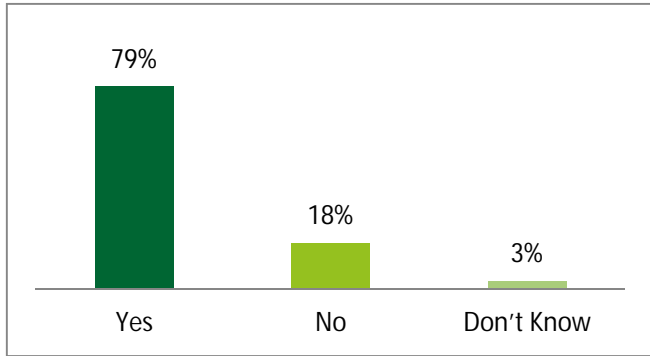
Q2 Will you use the Scheme?

72% of respondents would use of the proposed scheme, while 28% would not.



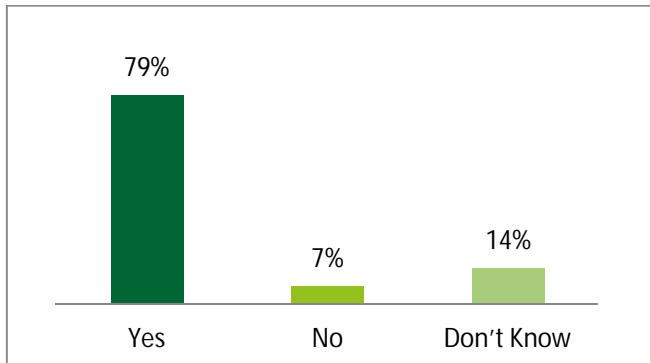
Q3 Do you support Cycle segregation?

79% of respondents were in support of segregating cyclists from pedestrians and motor traffic, while 18% were not in support of the proposals. 3% of respondents were unsure.



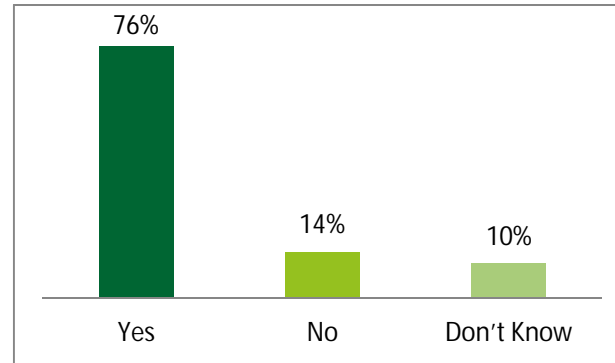
Q4 Do you support the introduction of the restriction on motor traffic turning right onto Queens Road?

79% of respondents were in support of the restrictions to motor traffic on Queens Road, while 7% were not. 14% were unsure.



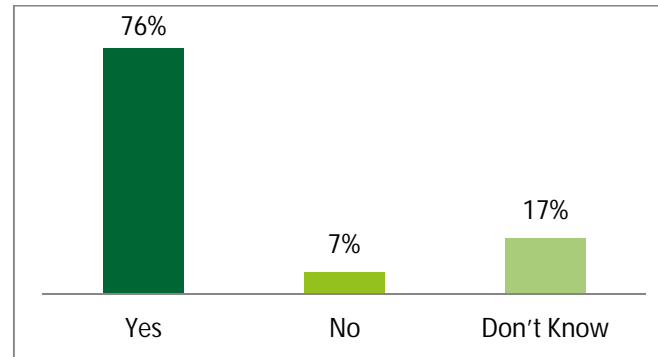
Q5 Do you support the introduction of the restriction on motor traffic turning right onto Bolton Lane?

76% of respondents are in support of the introduction of the restriction of motor traffic turning right onto Bolton Lane, 14% do not support the proposed change and 10% were unsure.



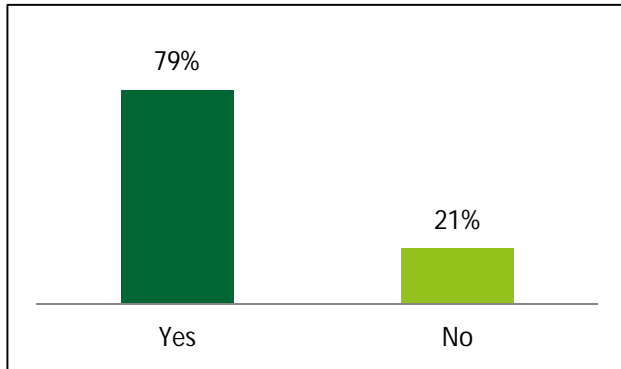
Q6 Do you support the introduction of the one way system on Valley Road?

76% of respondents are in support of the proposed one way system on Valley Road, 7% do not support the proposals and 17% are not sure.



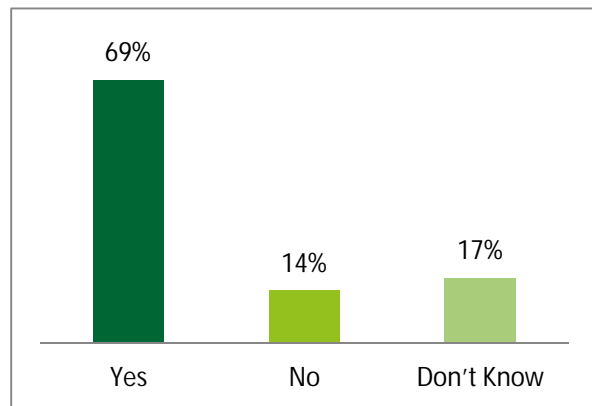
Q7 Do you support the introduction of parking restrictions on Valley Road?

79% of respondents are in support of the proposed parking restrictions on Valley Road while 21% do not support the proposals.



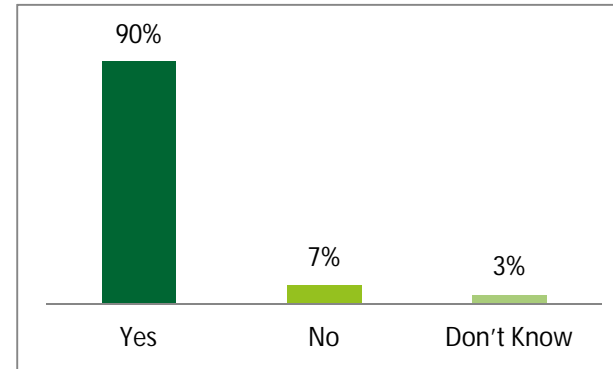
Q8 Do you support the introduction of a no left turn at Valley Road / Hamm Strasse?

69% of respondents are in support of the no left turn proposals at Valley Road / Strasse junction. 14% did not support the proposals and 17% were unsure.



Q9 Do you support the introduction of traffic signals at Valley Road / Queens Road?

90% of respondents are in support of the proposed traffic signals at Valley Road / Queens Road junction. 7% of respondents did not support the proposed signals and 3% were unsure.



Q10 Any further comments?

The comments provided by respondents were reviewed and categorised according to the topic area of the comment. Overall, 5 themes were identified, these are:

- Maintenance of signage, lane markings and surface
- Priority for cyclists
- Parking restrictions
- Restricted access for businesses
- Completing older schemes before the proposed scheme



Maintenance of signage, lane markings and surface

Respondents were concerned over the current condition of Valley Road leading out of the city towards Hamm Strasse and therefore welcomed any improvement. Most respondents asked for a maintenance promise to secure a safe, free of obstacles route which include cutting back of hedgerows along the proposed route. Bolton Lane and Hillam Road were named by respondents.

Respondents also requested a constant generic marking along the entire route which could be maintained to a high standard. More signing was also raised as a request to make the route clearer for all.

The standard of current cycle lane markings has led to respondents requesting better white lining across the existing and proposed route. Specific areas of Hamm Strasse, Valley Road, Bolton Road and Lower Kirkgate were identified by members of the public.

Priority for cyclists

Some respondents are concerned that the width of the proposed segregated cycle lanes will not be wide enough for bi-directional flow and have requested if more detailed plans could be provided. A main concern from an active cyclist is if they would be wide enough to overtake slower cyclist. While these concerns are raised the majority of respondents are in support of the segregated cycle lanes they just want to ensure they will be utilized as intended.

Respondents also highlighted that some current junctions are not cycle friendly and have requested that the cycle way would have priority over all side roads and entrances to all premises along the route. Canal Road was highlighted by respondents.

The number of stopping points along the route was highlighted as having increased through the proposals compared to existing arrangements. Cyclists commented if they don't have free flow they would use the main road rather than segregated paths.

Parking restrictions

Parking in the cycle lane on Bolton Lane was highlighted by respondents as a problem and requested parking enforcement along the whole route to resolve this issue.

Other parking issues on Hillam Road were also identified as a cause for concern as cars park on both sides of the road to allow HGVs to travel in both directions. The proposals will reduce the available space suggesting HGVs would not be able to travel freely and congestion could back up to Canal Road.

Restricted access for businesses

Two business owners have raised concerns over access to their premises and how the proposals would affect access to their business for both visitors and staff. Shaw Moisture Meters and Trever Iles businesses would like to see changes to the proposals on Canal Road and Valley Road.

Completing previous schemes before the proposed scheme

Many comments from respondents refer to older schemes which have taken place across the area and have expressed concerned that some previous schemes have not been completed or completed to a high enough standard and they wish to see some lessons learnt before starting a new scheme.



4 Local Business Consultations

Name of Business : Trevor Iles Ltd

Location: Valley Road

Postcode:BD1 4RU

Summary of Issues:

1. Valley Road becoming a one-way street would add costs to the business due to an increase in time and distance for their drivers to take vehicles from the main site to another part of their site located via Yorkshire Fellmongers entrance. A distance of 150m would increase to 2km.
2. Narrowing the road outside the main premises would reduce staff and visitor parking and remove space for one lorry to wait whilst another is already on site loading/ unloading.

However, advantages of Valley Road becoming a one-way street are:

1. All the HGV's arrive at the site travel in the direction of the proposed one-way street as this is the best way for them to reverse into the site and so removing the south bound traffic will help them to manoeuvre more safely.
2. The office entrance opens directly on to the footway and often southbound traffic will drive along the footway at speed to pass northbound and parked vehicles. There have been several near misses with customers stepping out of the office entrance onto the footway. Removing south bound traffic will remove the danger of traffic running along the footway.

Actions:

Investigate the feasibility of reallocating road space in order to:

1. Keep a two-way section of street between the two sites;
2. Accommodate delivery vehicle and some on-street parking;
3. Achieve at least minimum standards for the cycle track.

Alternatively, investigate the feasibility of acquiring former railway land adjacent to Valley Road and the feasibility of constructing a route here.

Name of Business : Petros Textiles

Location: Valley Road

Postcode:BD1 4RU

Summary of Issues:

1. Valley Road becoming a one-way street as proposed would be advantageous in that HGV deliveries can only access their site from that direction and removing south bound traffic would help.
2. Narrowing the road with a raised kerb opposite the entrance would prevent the largest of delivery HGV's accessing their site. These largest vehicles amount to one every two weeks.

Actions:

Investigate the feasibility of setting the new kerbs almost flush with the carriageway so that these vehicles can overrun the cycle track.

Name of Business : West Yorkshire Fellmongers

Location: Valley Road

Postcode:BD1 4RU

Summary of Issues: No particular issues with the proposals.

Actions: None

Name of Business : Uriah Woodhead Building Materials

Location: Valley Road

Postcode:BD1 4RU

Summary of Issues:

Narrowing the road with a raised kerb opposite the entrance will prevent large vehicles entering the site.

Actions: Investigate the feasibility of widening the gateway to improve the turning space for large vehicles.



Name of Business : P F Farnish & Co

Location: Valley Road

Postcode:BD1 4RU

Summary of Issues:

1. Valley Road becoming a one-way street would make it more difficult for deliveries which currently arrive with the southbound flow. These vehicles would have a more difficult but not impossible job when arriving from the south as the one-way system would require.

2. A fairly regular journey for receiving materials from Uriah Woodhead would be more lengthy in that instead of a direct journey of less than 100 yards they would have to travel via Midland Road a journey of 2km.

Actions: Investigate the feasibility of reallocating road space and keeping a short length of Valley Road as two-way.

Name of Business : Shaw Moisture Meters

Location: Bolton Lane

Postcode:BD2 1AF

Summary of Issues:

1.Does not support the proposal to prohibit the right turn from Bolton Lane on to Queens Road. This would cause severe difficulties for the business and employees trying to leave Bolton Lane to head in the Manningham direction.

2.The alternative route involving crossing Canal Road traffic at the end of Bolton Lane would be a very difficult manoeuvre to make.

Actions: Consideration will be given to removing the prohibited right turns at the Bolton Lane/ Queens Road junction from the proposals. These issues will be considered again during the development of future proposals for the improvement of Canal Road.

Name of Business : Dulux Decorator Centre

Location: Bolton Lane

Postcode:BD2 1AF

Summary of Issues:

The prohibited right turn at Bolton lane onto Queens Road for the same reasons as Shaw Moisture Meters.

Actions: Consideration will be given to removing the prohibited right turns at the Bolton Lane/ Queens Road junction from the proposals.

Name of Business : T F Automation

Location: Hillam Road

Postcode: BD2 1QN

Summary of Issues:

No issues with the proposals but did point out the large amount of parking, particularly lorries, that takes place on the street at various times of the day and week.

Actions: Ensure that existing carriageway width is not changed.

Name of Business : Surefreight International

Location: Hillam Road

Postcode: BD2 1QN

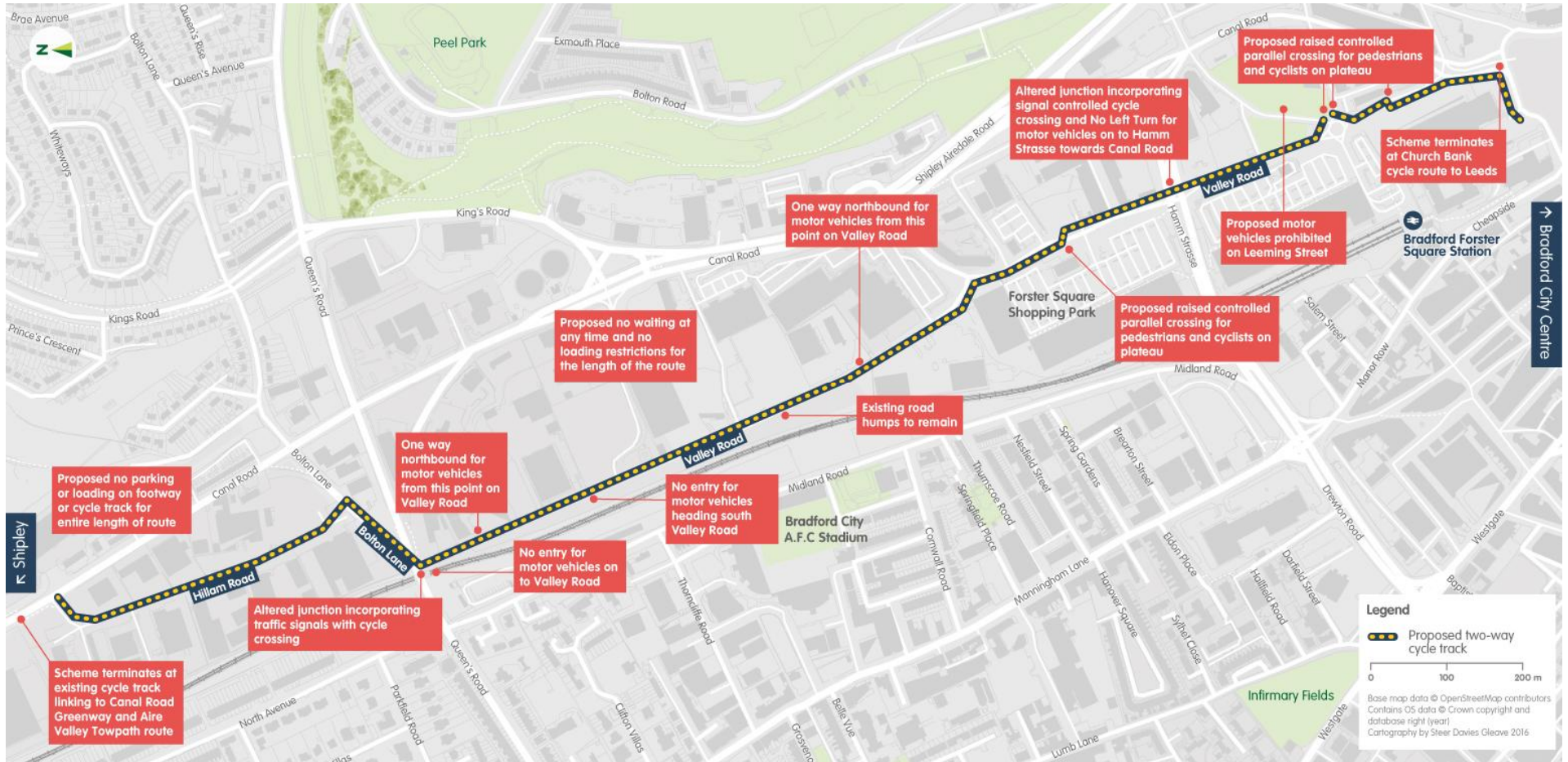
Summary of Issues:

No issues with the proposals but did point out the large amount of parking, particularly lorries, that takes place on the street at various times of the day and week.

Actions: Ensure that existing carriageway width is not changed.

All of the comments have been considered and the original proposals have now been revised and shown on the map overleaf. The main amendments are the removal of the proposal to prohibit right turns at Bolton Lane and Queens Road, a reduction in the extent of the proposal for the one-way section on Valley Road and the inclusion of a new proposal prohibit motor vehicles on a section of Leeming Street.





5 Conclusions

This report has summarised the method for consultation for the Bradford Canal Road route. Methods of consultation have been identified and the findings from the consultation process have been reported.

The consultation period began on the 4th July 2016 and closed on the 29th July 2016. Two consultation events were held at Boltonwoods Community Centre on the 20th July where members of the City Connect team were able to talk to members of the public regarding the proposed plans for the new cycle route. Maps and information were provided to allow the public to make their own informed opinions on the scheme and were asked to provide feedback. At the consultation events there were a total of 11 completed questionnaires.

The CityConnect website was available throughout the consultation period, and was actively advertised on Facebook and Twitter. A total of 18 responses were collected from the online services.

Business were consulted which would be directly affected by the route and their thoughts on the scheme were directed to Bradford City Council.

Overall, 83% of all respondents were in favour of the proposals and 72% said they would use the scheme. While there were some respondents who did not support some of the junction changes, the majority were in support.



Appendix - 1

Social Media Comments

Facebook and Twitter were monitored for comments surrounding the scheme and many users expressed concerns that the plans were not detailed enough to understand how the route would look. Some express concerns over not giving priority to cyclist specifically on Valley road. whilst these comments are not part of the consultation analysis it is important that Bradford City Council take them onboard. Each comment has been listed as a separate bullet point.

- Hello city connect, like the new cycle path in Bradford but when you cycle from Bradford to Shipley it just stops when you get to a rather busy road with no sign of where to go next. There is nothing to sign post you to either the town centre, train station or the canal via a safe route it's like we've been forgotten about and since it's the bit I use the most it's rather disappointing when does the Shipley bit get finished properly?
- I think I have missed my chance. I am pleased with your proposal. Just concerned that the route is easy for disabled (wheelchair cycles), tandems and trailers. Also that when rejoining a carriageway there is a protected 'on ramp' with bollards or kerbs - not a right angle tun and a give way. No zig-zags or sharp turns
- It would be great if you could look into why cyclists are still using the road instead of the cycle lane especially on Dick Lane & the stretch down to Thornbury barracks. Incredibly dangerous given dick lane is now so narrow. My husband has used the cycle lane and had two punctures before he got to Pudsey as the cycle lane appears to be collecting debris including lots of bolts & screws. Needs looking into. Thanks

- Bloody good idea, but we need national standards for cycleways as some of the layouts in the leeds-Bradford setup are frankly dangerous. Cycleway engineering needs to have as much priority as road engineering and be taken as seriously.
- Hillam road is a death trap!! Mixing cyclists and articulated trucks is a disaster waiting to happen. The amount of fork lift trucks darting around and lorries reversing into premises would suggest to me it's not the right place for cyclists. At present it's the only downside to the entire route from low well Shipley to Bradford City centre and beyond. It's safer to avoid the turn onto Hillam road and continue on pavement to the next junction and join Queens Road to valley road there.
- Be brilliant also if could link it to spen greenway.
- Better idea than the cycle super highway from Bradford to leeds
- Brilliant. Well done!
- Defiantly an excellent idea <https://www.facebook.com/steven.spencer59?fref=ufi&rc=p>
- Go for it... We need joined up links to encourage more people to cycle safe :)

Leeds Cycling Campaign Comments

While there is potential for a good scheme, I am quite worried by a some elements. Priority is unclear for side road crossings.



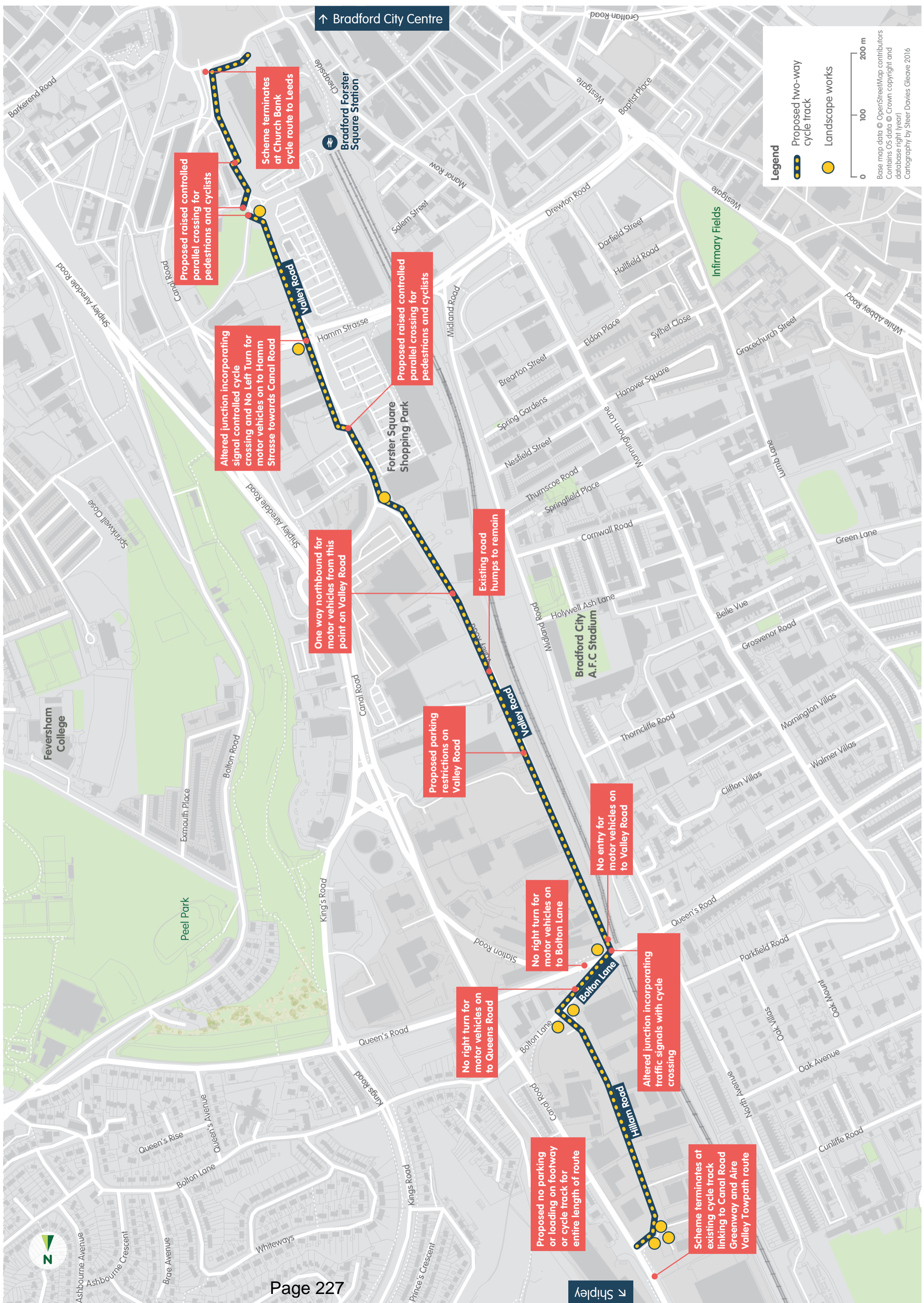
There appears to be some give way markings on the cycleway on some of them.

Regarding the proposed width, in sections the cycleway gets very narrow (2m) while a 9m carriageway is reserved for Lorry parking. I think this needs to be addressed.

Regarding the proposed route, the desire to avoid the retail park entrances results in two awkward crossings to the other side of the carriageway. I think this needs to be looked at.

Regarding the Roundabouts identified, these are really weak, and not of acceptable quality. At the very least the NE arm of the station roundabout needs to be closed. This will allow a significant redirection of cycleway to avoid awkward and cramped crossings.





Legend

Proposed two-way cycle track

Landscape works



Base map data © OpenStreetMap contributors
 Contains OS data © Crown copyright and
 database right (year)
 Cartography by Steer Davies Gleave 2016

Proposed raised controlled parallel crossing for pedestrians and cyclists

Scheme terminates at Church Bank cycle route to Leeds

Altered junction incorporating signal controlled cycle crossing and No Left Turn for motor vehicles on to Hamm Strasse towards Canal Road

Proposed raised controlled parallel crossing for pedestrians and cyclists

One way northbound for motor vehicles from this point on Valley Road

Existing road humps to remain

Proposed parking restrictions on Valley Road

No entry for motor vehicles on to Valley Road

No right turn for motor vehicles on to Bolton Lane

No right turn for motor vehicles on to Queens Road

Altered junction incorporating traffic signals with cycle crossing

Proposed no parking or loading on footway or cycle track for entire length of route

Scheme terminates at existing cycle track linking to Canal Road Greenway and Aire Valley Towpath route





The new segregated cycle route would run between the City Centre nearby the Forster Square Rail station area, for approximately 2.3km along the Canal Road/ Valley Road corridor. It would predominantly follow Valley Road which generally offers a more attractive route for cyclists. This new route could be provided by Spring 2018 and comprise four sections;

The cycle superhighway then moves through the industrialised area of Valley Road to a signal controlled crossing at Queens Road. The route will be along the western side of Valley Road where there is currently no footway. The cycle track will be separated from motor vehicles with a new concrete kerb and space provided by narrowing the carriageway. In order to maintain access to business premises Valley Road will become a One-way street northbound and parking restrictions will be applied along most of the length of this section. There will be some on-street parking but it will be limited.

Bradford Canal Road

more attractive urban environment and improve the potential for economic growth through further access to employment and training. This leaflet is designed to give you information on the proposals being considered within your area to enhance cycling and walking opportunities. The Bradford Canal Road project would deliver the vision of West Yorkshire being recognised as a great region for safe cycling. Increasing the level of cycling will improve air quality, lead to a healthier population, create a safer

The CityConnect scheme is funded by the Department for Transport's Cycle City Ambition Grant. It consists of a number of projects all intended to inspire more people to cycle more often. By developing and improving cycle routes and engaging with local populations through activity based projects CityConnect is working towards the vision of West Yorkshire being recognised as a great region for safe cycling. Increasing the level of cycling will improve air quality, lead to a healthier population, create a safer

About CityConnect

Industrial Section (Inkersley Road to Queens Road)

The cycle superhighway continues along the eastern side of Valley Road, passing the Forster Square Shopping Park and crossing at Hamm Strasse without affecting ring road traffic it will be necessary to prohibit the left turn from Valley Road towards Shipley Airedale Road. The alternative route for motor vehicles will be to either head north along Valley Road to access Shipley Airedale near Tesco or continue south along Valley Road and turn left along Holdsworth Street to join Canal Road and left again towards Shipley Airedale Road.

Retail Park Section (St Blaise Way to Inkersley Road)

A segregated two way cycle route, an on-road diversion route to avoid delay to delivering the cycle route, if necessary. As in terms of the timing of delivery. The two schemes are tied together planning permission to develop this site. The grant of requires additional land that has been safeguarded through the grant of and the Leeds - Bradford Cycle Super link to the bottom of Church Bank the route. There will be a connecting implemented to ensure continuity of Road has been identified that can be along Holdsworth Street and Canal

Bradford City Centre to St Blaise Way roundabout

The cycle superhighway continues along the eastern side of Hillam Road, passing the Forster Square Shopping Park and crossing at Hamm Strasse without affecting ring road traffic it will be necessary to prohibit the left turn from Valley Road towards Shipley Airedale near Tesco or continue south along Valley Road and turn left along Holdsworth Street to join Canal Road and left again towards Shipley Airedale Road.

Valley Road/ Queens Road / Bolton Lane junction

Here a new signal controlled junction will be provided that will incorporate a controlled cycle crossing and will stop traffic on Queens Road to allow Valley Road traffic to exit onto Queens Road. This new junction will be linked to the traffic signals at the Midland Road junction and will ease congestion to ring road traffic.

There will be no-entry to Valley Road as this will be one-way northbound. There will be no-right-turn from Bolton Lane on to Queens Road and no-right-turn from Queens Road on to Bolton Lane. There will also be parking restrictions introduced along Bolton lane.

Hillam Road

The cycle super highway continues through the industrial area to the existing cycle track on Canal Road near the crossing opposite Arnold Lavers. The route will be along the western side of Hillam Road and will be separated from motor vehicles and pedestrian routes with new concrete kerbs. Space will be

provided by narrowing the footways on both sides of the road and widening the carriageway on the eastern side of Hillam Road. The carriageway width will remain the same as at present so that access to premises can be maintained whilst also maintaining space for lorries to park.

Useful contacts

You can always contact CityConnect on **01132 517 366** or by emailing: cityconnect@westyorks-ca.gov.uk

For more information about CityConnect, visit www.cyclecityconnect.co.uk

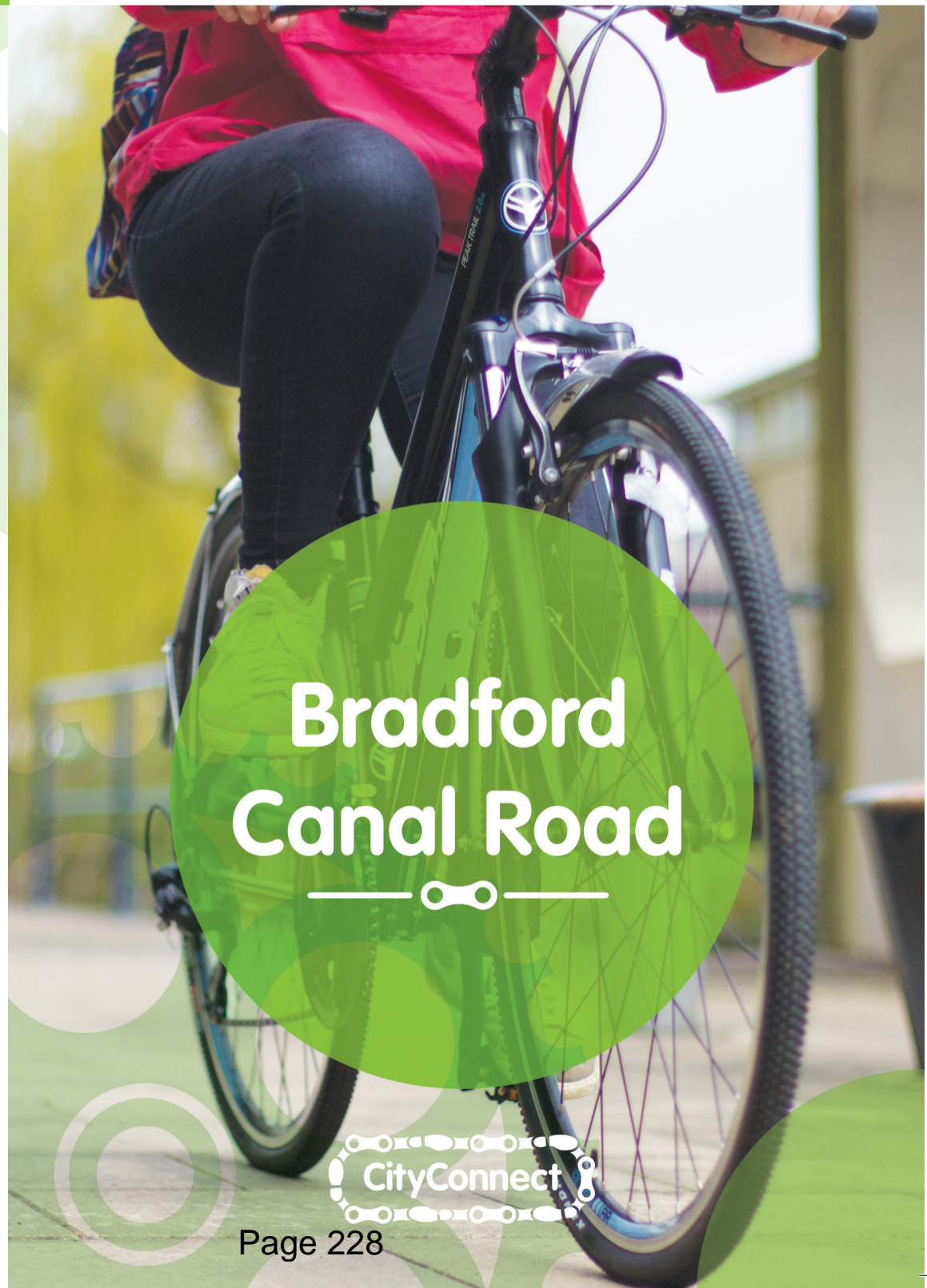
 [www.twitter.com/CityConnect1](https://twitter.com/CityConnect1)

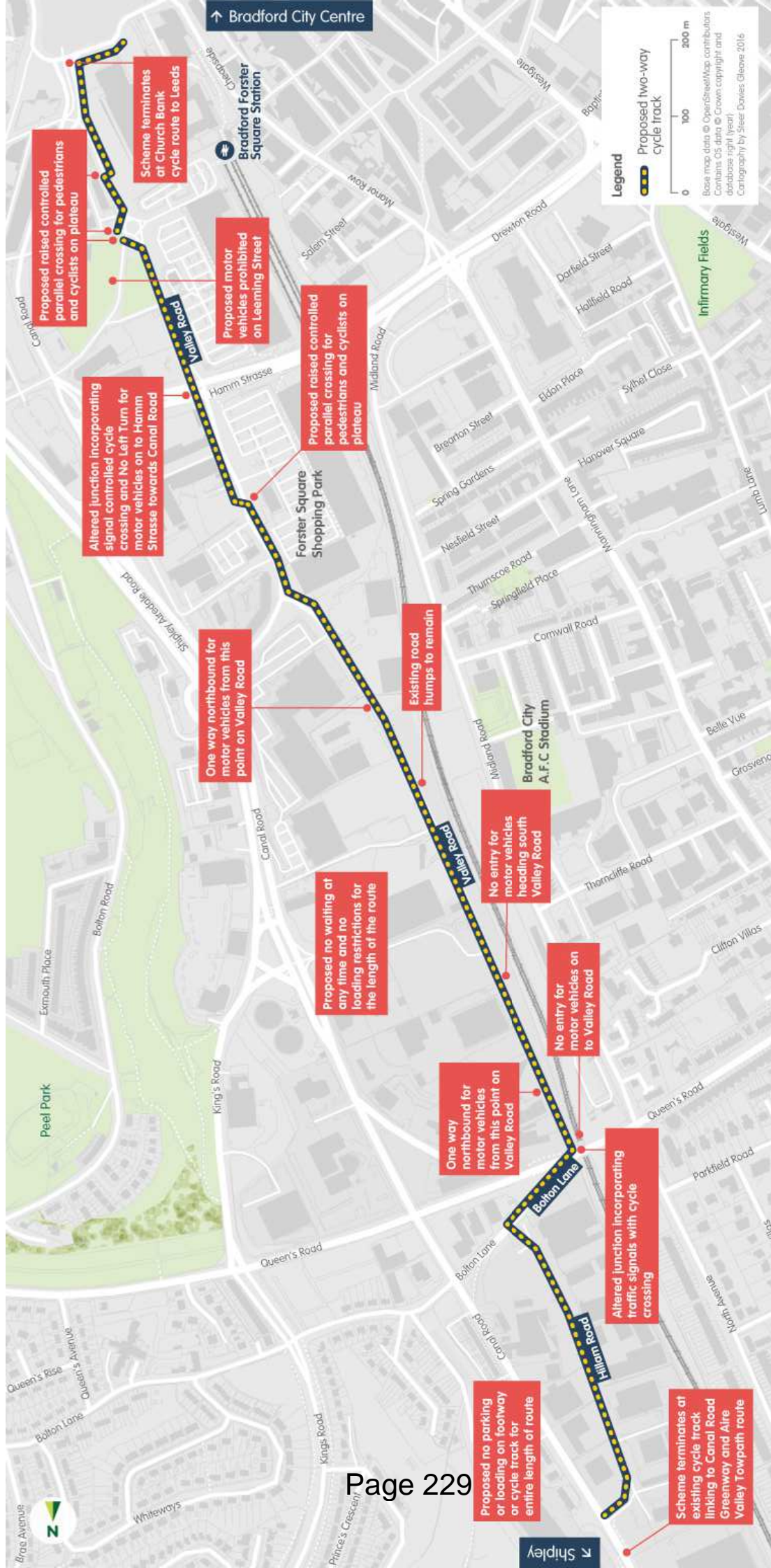
 www.facebook.com/cyclecityconnect

 www.instagram.com/cityconnect1

This document is available in other formats and languages on request

Bradford Canal Road





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**MINUTES OF THE ANNUAL MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY 23 JUNE 2016 AT WELLINGTON HOUSE, LEEDS**

X

Present:	Cllr Peter Box (Chair)	-	Wakefield MDC	
	Cllr Susan Hinchcliffe	-	City of Bradford MDC	
	Cllr Jeanette Sunderland	-	Liberal Democrat Representative (City of Bradford MDC)	
	Cllr Barry Collins	-	Calderdale MBC (substitute)	
	Cllr Shabir Pandor	-	Kirklees MC	
	Cllr Robert Light	-	Kirklees MC	
	Cllr Judith Blake	-	Leeds City Council	
	Cllr Andrew Carter	-	Conservative Representative (Leeds City Council)	
	Cllr Keith Aspden	-	City of York Council	
	Roger Marsh	-	Leeds City Region LEP	
	In attendance:	Councillor Keith Wakefield	-	Chair of Transport Committee
		Ben Still	-	WYCA
		Angie Shearon	-	WYCA
John Cridland		-	Transport for the North (from Minute 13)	
David Brown		-	Transport for the North (from Minute 13)	

1. Membership of the West Yorkshire Combined Authority

The Authority considered a report of the Director of Resources in respect of the following:

- The appointment of members and substitute members to the WYCA by Constituent Councils and the City of York Council, the Non-Constituent Council.
- The appointment of the Leeds City Region Local Enterprise Partnership member (“the LEP member”) and substitute LEP member to the WYCA.

- Granting of voting rights to the LEP member and to the WYCA member appointed by the City of York Council.

It was reported that appointment of the 3 balancing WYCA members, and substitutes, was still under review and that, until such time as notification was received of any changes, the members appointed for the municipal year 2015/16 would continue in post.

Resolved:

- (i) That the members and substitute members of the WYCA appointed by the Constituent Councils and Non-Constituent Council, as set out in Appendix 1 attached, be noted subject to ongoing review of the 3 balancing WYCA members.
- (ii) That the continuing appointment of Roger Marsh as the LEP Member, and Bob Cryan as substitute LEP Member to act in the absence of the LEP Member, be approved.
- (iii) That the LEP Member and Non-Constituent Council Member may vote at any meetings of the WYCA (including any committee or sub-committee to which those members are appointed) on any decision, subject to the following exceptions:-
 - budget and levy setting; and
 - the adoption of any implementation plans appended to the Single Transport Plan which related specifically to the combined area (that is, West Yorkshire).
- (iv) That the substitutes for the LEP Member and the Non-Constituent Council Member may exercise the voting rights granted to the LEP Member and the Non-Constituent Council Member when acting in the absence of their respective member.

2. Appointment of the Chair and Vice Chair of the West Yorkshire Combined Authority

Members were asked to consider nominations for the positions of Chair and Vice Chair of the West Yorkshire Combined Authority.

Councillor Peter Box was proposed and seconded for the position of Chair and Councillor Tim Swift was proposed and seconded for the position of Vice Chair.

Resolved:

- (i) That Councillor Peter Box be appointed as Chair of the Authority.
- (ii) That Councillor Tim Swift be appointed as Vice Chair of the Authority.

3. Jo Cox MP

The Committee observed a minutes silence in honour of Jo Cox MP for Batley & Spen who sadly passed away on 16 June.

4. Local Authority of Year 2016

The Authority wished to place on record their congratulations to Leeds City Council on being voted Local Authority of the Year at the Municipal Journal's annual achievement awards which were held in London on 16 June.

5. Apologies for Absence

Apologies for absence were received from Councillor Tim Swift.

6. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

7. Minutes of the Meeting held on 31 March 2016

Resolved: That the minutes of the meeting of the WYCA held on 31 March 2016 be approved and signed by the Chair.

8. Committee Arrangements and Appointments

The Authority considered a report of the Director of Resources in respect of the following:

- To appoint committees of the WYCA.
- To appoint members to WYCA committees.
- To appoint Chairs/Deputy Chairs of WYCA committees.
- To grant voting rights to members of WYCA committees.
- To confirm the continuing appointment of Independent Persons.

Resolved:

(i) That the following committees be appointed to discharge the functions set out in the terms of reference appended to the submitted report:

- Governance & Audit Committee (Appendix 1)
- Leeds City Region Partnership Committee (Appendix 2)
- Overview & Scrutiny Committee (Appendix 3)

- Transport Committee (Appendix 4)
 - West Yorkshire & York Investment Committee (Appendix 5)
- (ii) That, in accordance with S17 of the Local Government and Housing Act 1989, the Authority appoint the following of its members to WYCA committees:
- Transport Committee: Cllr Tim Swift
 - Governance and Audit Committee: Cllr Andrew Carter, the Kirklees Leader and Roger Marsh
 - West Yorkshire and York Investment Committee: Cllr Susan Hinchcliffe and Roger Marsh
 - LCR Partnership Committee: Cllrs Susan Hinchcliffe, Tim Swift, Shabir Pandor, Judith Blake, Peter Box and Keith Aspden
- (iii) That the WYCA co-opts members as follows:
- Overview & Scrutiny Committee and the Transport Committee - as set out in Appendix 2 attached.
 - West Yorkshire & York Investment Committee – the relevant portfolio holders, ex-officio , of the Constituent Councils and the City of York Council from time to time, as confirmed by the relevant Chief Executive. Current portfolio holders are identified on Appendix 2 attached.
 - LCR Partnership Committee – ex-officio, the Leaders of other LCR Councils from time to time.
- (iv) That Chairs and Deputy Chairs be appointed to the following committees:

<u>Committee</u>	<u>Chair</u>	<u>Deputy Chair</u>
Transport Committee	Cllr K Wakefield	Cllr E Firth
Governance & Audit Committee	Roger Marsh	-
WY & York Investment Committee	Cllr S Hinchcliffe	Roger Marsh
Overview & Scrutiny Committee	Cllr R Light	-
LCR Partnership Committee	Cllr P Box	Cllr T Swift

- (iv) That any member of a Constituent Council co-opted to the Transport Committee, the West Yorkshire & York Investment committee and the Overview and Scrutiny Committee be a voting member of that committee, (and of any sub-committee to which they may be appointed by that committee).
- (vi) That all co-opted members of the LCR Partnership Committee be voting members of that committee, and that substitute arrangements for those members be continued as for 2015/16.

- (vii) That, in accordance with the WYCA Order 2014, any member from the City of York Council co-opted to the Overview and Scrutiny Committee be a voting member of that committee, and of any sub-committee to which they may be appointed by that committee.
- (viii) That the City of York Council member appointed to the Transport Committee be a non-voting member of that committee.
- (ix) That Mr Ian Brown and Ms Carolyn Lord continue to act as Independent Persons, on the existing terms for remuneration, until the WYCA's annual meeting in 2017.

9. WYCA Representation on Outside Bodies

The Authority considered a report of the Director of Resources regarding WYCA representation on outside bodies.

Resolved: That the following appointments to outside bodies for the municipal year 2016/17 be approved:

Outside Body	2016/17
Transport for the North Partnership Board	Cllr Judith Blake Cllr Keith Wakefield (substitute) Roger Marsh
Rail North Ltd	Cllr Judith Blake (Director) Cllr Keith Wakefield (substitute)
The Association of Rail North Partner Authorities Leaders' Committee	Cllr Judith Blake Cllr Keith Wakefield (substitute)
East Coast Main Line Authorities	Deputy Chair of Transport Committee (Cllr Eric Firth)
HS2 Regional Programme Board	Cllr Keith Wakefield
Calder Valley Line Working Group	Cllr Tim Swift
City Regions Transport Special Interest Group	Chair of Transport Committee (Cllr Keith Wakefield) Deputy Chair of Transport Committee (Cllr Eric Firth) Leader of WYCA Transport Committee opposition (to be confirmed)
Northern Powerhouse Investment Fund – Strategic Oversight Board	Roger Marsh (Chair)
European Structural & Investment Fund (ESIF) - Local Sub Committee	Roger Marsh (Chair)
LEP – Business, Innovation and Growth Panel	Cllr Tim Swift
LEP – Investment Panel	Cllr Judith Blake (Chair)
LEP – LCR Strategic Land & Assets Board	Cllr Tim Swift (Chair)
LEP – Employment & Skills Panel	Cllr Susan Hinchcliffe

10. Officer Scheme of Delegation

The Authority considered a report of the Director of Resources in respect of amendments to the Officer Delegation Scheme.

Resolved:

- (i) That the arrangements for approving economic development loans, including the delegation to be exercised by the Managing Director, as set out in the submitted report, be endorsed.
- (ii) That the amended Officer Delegation Scheme, as shown in Appendix 1 of the submitted report, be approved.
- (iii) That the Officer Delegation Scheme be further revised to reflect the re-designation of the post of Head of Legal and Democratic Services as Monitoring Officer when that post is no longer vacant from 4 July 2016.

11. Governance Arrangements

The Authority considered a report of the Director of Resources in respect of amendments to WYCA's Standing Orders and other governance documents.

Resolved:

- (i) That the revisions to Procedure Standing Orders as shown in Appendix 1 of the submitted report and to the Access to Information Annex shown in Appendix 2 be approved.
- (ii) That the revisions to the Scrutiny Standing Orders as shown in Appendix 3 of the submitted report be approved.
- (iii) That the Procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct be amended, to add a footnote requiring the Monitoring Officer, in the event of complaint, to ask the Independent Person to confirm that they are still independent, and to notify the Monitoring Officer of any circumstances which might be perceived as presenting a potential conflict of interest on the part of the Independent Person. If the Independent Person is not independent, or in the event of any conflict of interest arising, the Monitoring Officer will refer the matter to another Independent Person.
- (iv) That the Contracts Standing Orders be amended as set out in paragraph 2.8 of the submitted report.
- (v) That the Financial Regulations be updated so that references to the Secretary and Solicitor are amended to the Head of Legal and Democratic Services.

- (vi) That the Members' Code of Conduct adopted by WYCA at its meeting on 1 April 2014 be confirmed.
- (vii) That any other references to the Secretary and Solicitor in WYCA Standing Orders or governance documents be replaced by a reference to the Head of Legal and Democratic Services.

12. Code of Corporate Governance

The Authority considered a report of the Director of Resources in respect of a revised Code of Corporate Governance.

Resolved: That the revised Code of Corporate Governance, attached at Appendix 1 to the submitted report, be approved.

13. Members' Allowances Scheme

The Authority considered a report of the Director of Resources in respect of the Members' Allowances Scheme.

Resolved: That the revised Members' Allowances Scheme attached to the submitted report be adopted.

14. Calendar of Meetings 2016/17

The Authority considered a report of the Director of Resources setting out a proposed calendar of meetings for 2016-17.

Resolved: That the Calendar of Meetings for 2016/17 be approved.

15. Transport for the North Update

The Authority considered a report of the Director of Passenger Services which provided an update regarding Transport for the North (TfN).

The meeting was attended by John Cridland and David Brown, the Chair and Chief Executive of Transport for the North, who outlined the vision and objectives for TfN and the expected achievements for the year and provided an overview of the legislation and how TfN expects to interact with Combined Authorities in the future.

Members were presented with an opportunity to ask questions and provide feedback.

Resolved:

- (i) That the updates provided in the report be noted.

- (ii) That the proposed requirements for Transport for the North governance and legislation as set out in the submitted report be endorsed.
- (iii) That the further input to the activities of Transport for the North as set out in the submitted report be endorsed.
- (iv) That the inclusion of expenditure of £1.85m, funded through the Transport for the North funding from the initial allocation to the Integrated and Smart Travel work stream in the 2016/17 capital programme be approved.
- (v) That John Cridland and David Brown be thanked for attending the meeting.

16. Bids to Government for Growth Deal 3 and Large Local Major Schemes

The Authority considered a report of the Director of Economic Strategy which provided an update regarding the procedures for City Region bids for Growth Deal 3 and Large Local Major Schemes funding.

Members were also asked for their views on the options for bids from Leeds City Region to be passed on to the LEP Board and the Transport Committee.

Resolved:

- (i) That the procedures for the Growth Deal 3 and the Large Local Majors Schemes bids set out by government, the views of the LEP Board with regard to the broad parameters of the Leeds City Region bids, and the initial proposals for each bid set out in section 4 of the submitted report be noted.
- (ii) That members' views in respect of the initial proposals be passed on to the Transport Committee and LEP Board.

17. Project and Spending Approvals

The Authority considered a report of the Director of Economic Strategy which sought approval for:

- (a) Funding from the West Yorkshire Plus Transport Fund for:
 - £152,000 for the Wakefield City Centre scheme.
 - £9,597,000 for the Aire Valley Park and Ride scheme.
- (b) Funding from the Local Growth Fund for:
 - request from Kirklees College for Skills Capital funding of £15,121,218 for the Dewsbury Development project to commence in 2016/17;

- expenditure of £2,857,177 on Phase 1 of the Tackling Fuel Poverty Programme to commence in 2016/17.
- (c) The progression of the following Housing & Regeneration projects to full business case, as outlined in paragraph 5 of the submitted report:
- Bradford Odeon
 - Forge Lane, Kirklees
 - York Central
 - Wakefield Civic Quarter
- (d) Funding from the LEP Economic Development Loans for:
- Reference number LL306 - £750,000
 - Reference number LL308 - £1m
 - Reference number LL305 – recoverable funding of £250,000

Resolved:

- (i) That expenditure of £152,000 to allow the progression of Wakefield City Centre (phase 1, Kirkgate) through Gateway 1 to Gateway 3 be approved.
- (ii) That expenditure of £9,597,000 to allow the progression of Aire Valley Park & Ride (Temple Green) through Gateway 3 be approved.
- (iii) That the current approvals on the Skills Capital and Housing and Regeneration Programmes be noted.
- (iv) That a funding package of £15,121,218 to Kirklees College, subject to completion of the appropriate due diligence and legal documentation, be approved.
- (v) That the requirement for £5m for the Tackling Fuel Poverty Programme be noted and expenditure of £2,857,177 for Phase 1, funded from the Growth Deal, including £909,963 for 2016/17, with further consideration of the Phase 2 projects be approved.
- (vi) That progression to Full Business Case for appraisal of the Bradford Odeon, Forge Lane Dewsbury, York Central and Wakefield Civic Quarter projects be approved.
- (vii) That the responsibilities and risks relating to the loans, for which WYCA is the accountable body, be noted.
- (viii) That the following Economic Development Loans be approved:
 - Reference number LL306 - £750,000

- Reference number LL308 - £1m
- Reference number LL305 – recoverable funding of £250,000

18. The One Organisation Programme

The Authority considered a report of the Managing Director which set out the proposed new structure of the WYCA officer organisation and Director appointments as part of the restructure.

Resolved:

- (i) That the appointments set out in paragraphs 2.8 and 2.9 of the submitted report be approved.
- (ii) That the Director appointments take effect from 1 July 2016.

19. Transport Act 2000 – Ticketing Scheme

The Authority considered a report of the Director of Passenger Services on the making of a statutory ticketing scheme under Section 135 of the Transport Act 2000.

Resolved: That the Authority makes a statutory ticketing scheme under Section 135 of the Transport Act 2000.

20. Minutes of the meeting of the West Yorkshire & York Investment Committee held on 9 March 2016

Resolved: That the minutes of the meeting of the West Yorkshire & York Investment Committee held on 9 March 2016 be noted.

21. Draft Minutes of the meeting of the Overview & Scrutiny Committee held on 23 March 2016

Resolved: That the draft minutes of the meeting of the Overview & Scrutiny Committee held on 23 March 2016 be noted.

22. Draft Minutes of the meeting of the Transport Committee held on 15 April 2016

Resolved: That the draft minutes of the meeting of the Transport Committee held on 15 April 2016 be noted.

23. Draft Minutes of the meeting of the Audit & Governance Committee held on 19 April 2016

Resolved: That the draft minutes of the meeting of the Audit & Governance Committee held on 19 April 2016 be noted.

24. Draft Minutes of the meeting of the West Yorkshire & York Investment Committee held on 7 June 2016

Resolved: That the draft minutes of the meeting of the West Yorkshire & York Investment Committee held on 7 June 2016 be noted.

West Yorkshire Combined Authority - Membership

WYCA Members appointed by each Constituent Council

	Appointment	Substitute
Bradford	Susan Hinchcliffe	Val Slater
Calderdale	Tim Swift	Barry Collins
Kirklees	Shabir Pandor	Peter McBride
Leeds	Judith Blake	James Lewis
Wakefield	Peter Box	Denise Jeffery

WYCA Member appointed by the Non-Constituent Council

	Appointment	Substitute
York	Keith Aspden	David Carr

Members appointed by Constituent Councils to reflect political balance among members of the Constituent Councils

	Appointment	Substitute
The 5 Constituent Councils	To be confirmed	To be confirmed
	To be confirmed	To be confirmed
	To be confirmed	To be confirmed

LEP Member – to be appointed by WYCA

	Appointment	Substitute
LEP	Roger Marsh	Bob Cryan

WEST YORKSHIRE COMBINED AUTHORITY COMMITTEE MEMBERSHIP 2016 – 2017

	WYCA Members	Bradford Co-optees	Calderdale Co-optees	Kirklees Co-optees	Leeds Co-optees	Wakefield Co-optees	York Co-optees
Transport Committee <i>Chair: Keith Wakefield</i> <i>Dep Chair: Eric Firth</i> <i>Member appointed to better reflect political balance across West Yorkshire</i>	To be confirmed	Abid Hussain (L) Hassan Khan (L) Rebecca Poulsen (C) Taj Salam (L)	Peter Caffrey (C) Daniel Sutherland (L)	Martyn Bolt (C) Eric Firth (L) Mohan Sokhal (L) Andrew Pinnock (LD)	Neil Buckley (C) Michael Lyons (L) Christine Towler (L) Keith Wakefield (L)	Glyn Lloyd (L) Kevin Swift (L)	Ian Gillies (C) (non-voting)
West Yorkshire & York Investment Committee <i>Chair:</i> <i>Dep Chair:</i>	To be confirmed	Portfolio holder: Alex Ross-Shaw (L)	Portfolio holder: Barry Collins (L)	To be confirmed	Portfolio holder: Richard Lewis (L)	Portfolio holder: Denise Jeffery (L)	Portfolio holder: Ian Gillies (C)
Governance and Audit <i>Chair:</i>	Membership to be confirmed.	N/A	N/A	N/A	N/A	N/A	N/A
Overview and Scrutiny <i>Chair:</i>	N/A	Mohammed Amran (L) Michael Ellis (C) Fozia Shaheen (L)	Stephen Baines (C) James Baker (LD) Dot Foster (L)	Andrew Cooper (G) Paul Kane (L) Robert Light (C)	Kim Groves (L) Peter Harrand (C) Jonathan Pryor (L)	Margaret Isherwood (L) Albert Manifold (L) Elizabeth Rhodes (L)	Barbara Boyce (L) Ian Cuthbertson (LD) Helen Douglas (C)

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