

## Agenda for a meeting of the Keighley Area Committee to be held on Thursday 11 February 2016 at 1800 in the Council Chamber, Keighley Town Hall, Keighley

### Members of the Committee – Councillors

Conservative	Labour	The Independents	UK Independence Party
B M Smith	Khadim Hussain (Chair)	Hawkesworth	Morris
Brown	M Slater (DCh)		
Ali	Bacon		
Mallinson			

### Alternates:

Conservative	Labour	The Independents
Gibbons	Farley	Naylor
Miller	Abid Hussain	
Poulsen	Lee	
Rickard	Pullen	

### 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.

**Decisions on items marked \* are not Executive functions and may not be called in under Paragraph 8.7 of Part 3E of the Constitution.**

**From:**

D Pearson

Interim City Solicitor

Agenda Contact: Jane Lythgow – Tel 01274 432270 E-Mail [jane.lythgow@bradford.gov.uk](mailto:jane.lythgow@bradford.gov.uk)

**To:**



## A. PROCEDURAL ITEMS

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

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

### 2. **DISCLOSURES OF INTEREST**

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

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

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

*Notes:*

(1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.

(2) **Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.**

(3) *Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*

(4) *Officers must disclose interests in accordance with Council Standing Order 44.*

### 3. **MINUTES**

**Recommended –**

**That the minutes of the meeting held on 3 December 2015 be signed as a correct record (previously circulated).**

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

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

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



Any request to remove the restriction on a report or background paper should be made to the relevant 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.

(Jane Lythgow - 01274 432270)

## 5. **PUBLIC QUESTION TIME**

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

To hear questions from electors within the District on any matter which is the responsibility of the Panel.

**Questions must be received in writing by the City Solicitor in Room 111, City Hall, Bradford, by mid-day on Tuesday 9 February 2016.**

(Jane Lythgow - 01274 432270)

## **B. BUSINESS ITEMS**

### 6. **NOMINATION TO LIST LAND AND ASSETS AS ASSETS OF Worth Valley COMMUNITY VALUE – THE COMMUNITY CENTRE, SHAW LANE, OXENHOPE, KEIGHLEY**

The Strategic Director, Regeneration, will present a report, (**Document “V”**) which details a nomination to list property known as The Community Centre, Shaw Lane, Oxenhope, Keighley, as an Asset of Community Value under the Localism Act 2011.

The report considers whether the nomination and nominated asset meet the Asset of Community Value criteria set out in the Localism Act and contains a recommendation as to whether or not the nomination should be approved.

#### **Recommended –**

**That, in accordance with the advice detailed in Option 1 of Document “V”, the nomination of the property known as The Community Centre, Shaw Lane, Oxenhope, Keighley, be approved as an Asset of Community Value.**

(Regeneration and Economy Overview and Scrutiny Committee)

(Stephanie Moore – 01274 432256)

### 7. **NOMINATION TO LIST LAND AND ASSETS AS ASSETS OF Worth Valley COMMUNITY VALUE – HORSESHOE DAM, OXENHOPE, KEIGHLEY,**

The Strategic Director, Regeneration, will present a report, (**Document “W”**) which details a nomination to list property known as Horseshoe Dam, Oxenhope, Keighley, as an Asset of Community Value under the Localism Act 2011.



The report considers whether the nomination and nominated asset meet the Asset of Community Value criteria set out in the Localism Act and contains a recommendation as to whether or not the nomination should be approved.

**Recommended –**

**That, in accordance with the advice detailed in Option 1 of Document “W”, the nomination of the property known as Horseshoe Dam, Oxenhope, Keighley, be approved as an Asset of Community Value.**

(Regeneration and Economy Overview and Scrutiny Committee)  
(Stephanie Moore – 01274 432256)

**\*8. ARRANGEMENTS BY THE COUNCIL AND ITS PARTNERS  
TO TACKLE CHILD SEXUAL EXPLOITATION**

Previous reference: Minute 30, Executive (2015/16) and Keighley Area Committee Minute 72 (2014/15)

The Assistant Director of Children’s Services will submit **Document “X”** 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 sets out the arrangements that have been put in place, and which continue to develop, to safeguard children from CSE.

**Members are requested to consider the reports contained in Appendices to Document “X” and to consider what further enquiries may assist future corporate scrutiny in this area.**

(Children’s Services Overview and Scrutiny Committee) (Paul Hill – 01274 434361)

**\*9. PUBLIC HEALTH FUNCTION IN BRADFORD METROPOLITAN DISTRICT  
COUNCIL**

The report of the Director of Public Health, (**Document “Y”**) provides an update on the work of the Public Health Department over the last twelve months.

**Recommended –**

- (1) That the report be welcomed.**
- (2) That Members consider Document “Y” and provide their views and comments on any specific issues they would wish the Committee to explore in more detail.**

(Health and Social Care Overview and Scrutiny Committee)  
(Ralph Saunders – 01274 434782)



**\*10. AIREDALE, WHARFEDALE AND CRAVEN CLINICAL COMMISSIONING GROUP**

Previous reference: Minute 54 (2014/15)

The report of the Strategic Director, Environment and Sport (**Document “Z”**) informs Members of the objectives, performance and plans of the Airedale, Wharfedale and Craven Clinical Commissioning Group and requests their views and comments.

**Members are requested to note and comment on the objectives, performance and plans of the Airedale, Wharfedale and Craven Clinical Commissioning Group as outlined in Appendix 1 to Document “Z”.**

(Health and Social Care Overview and Scrutiny Committee)

(Jonathan Hayes – 01535 618008)

**\*11. DISTRICT PLAN AND COUNCIL PLAN DEVELOPMENT**

The Assistant Director of Policy, Programmes and Change will submit **Document “AA”** which provides a summary of the approach taken in the development of the District Plan and Council Plan and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council’s contribution to the District Plan.

**Recommended –**

- (1) That Area Committee Members provide their views on the questions listed in section 3.4 of Document “AA”.**
- (2) Area Committee Members may provide suggestions of questions to ask through the ongoing public engagement activity (as outlined in section 3.15 of Document “AA”).**
- (3) That Area Committee Members comment on the key aspects of the ward plans that should be reflected in the Council and District Plans.**
- (4) That Area Committee Members provide their thoughts on how the ward plans and their development can be more systematically connected to the Council and District Plans (as outlined in section 3.18 of Document “AA”).**

(Corporate Overview and Scrutiny Committee)

(Kathryn Jones – 01274 433664)

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



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## **Report of the Strategic Director of Regeneration and Culture to the meeting of Keighley Area Committee to be held on to be held on 11<sup>th</sup> February 2016 at Keighley Town Hall.**

**V**

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### **Subject:**

**Nomination to list property as an Asset of Community Value – The Community Centre, Shaw Lane, Oxenhope, Keighley**

### **Summary statement:**

**The Council has received a nomination to list property known as The Community Centre, Shaw Lane, Oxenhope, Keighley as an Asset of Community Value under the Localism Act 2011. This report considers whether the nomination and nominated asset meet the Asset of Community Value criteria set out in the Localism Act and contains a recommendation as to whether or not the nomination should be approved.**

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Mike Cowlam  
Strategic Director of Regeneration & Culture  
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Estate Manager  
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E-mail: [steph.moore@bradford.gov.uk](mailto:steph.moore@bradford.gov.uk)

### **Portfolio:**

**Deputy Leader of Council and Housing,  
Planning and Transport  
Overview & Scrutiny Area:**

**Regeneration and Economy**



## 1. SUMMARY

- 1.1 The Council has received a nomination to list property known as The Community Centre, Shaw Lane, Oxenhope, Keighley as an Asset of Community Value under the Localism Act 2011. This report considers whether the nomination and nominated asset meet the Asset of Community Value Criteria set out in the Localism Act and contains a recommendation as to whether or not the nomination should be approved.

## 2. BACKGROUND

- 2.1 The Community Right to Bid provisions of the Localism Act 2011 came into effect on 21<sup>st</sup> September 2012. The purpose of the provisions is to allow communities time to prepare bids for land and property assessed as being of benefit to the community when those assets come up for disposal.

## 3. OTHER CONSIDERATIONS

- 3.1 The Community Right to Bid provisions of the Localism Act 2011 came into effect on 21<sup>st</sup> September 2012. The purpose of the provisions is to allow communities time to prepare bids for land and property assessed as being of benefit to the community when those assets come up for disposal.

### 3.2 The Community Right to Bid

- 3.2.1 Local community groups and parish councils are able to nominate privately and publicly owned land and property for inclusion on a list of assets of community value. The list is maintained by CBMDC which is also responsible for managing the process for determining whether a nomination of a property as an asset of community value is successful. At its meeting of 6<sup>th</sup> November 2012 the Executive resolved that the determination of nominations be devolved to Area Committee.
- 3.2.2 The listing of land or property as an Asset of Community Value has the effect of preventing owners from disposing of their listed property without first notifying the Council of their intention to sell. The notification of intention to sell triggers a six week moratorium on disposal during which local community groups and parish councils are able to express an interest in bidding for the property. If no expressions of interest are received the owner is free to dispose of his property at the end of the six week period. If an expression of interest is received the initial six week moratorium extends to six months to allow community groups and parish councils to prepare to bid for the property or to negotiate with the property owner. At the end of the six month period the property is removed from the list and the owner is able to sell the property to who ever he wants and by whatever means he wishes.
- 3.2.3 The Community Right to Bid provisions **do not** :
- Give community groups or parish councils a right of first refusal when listed land and buildings come up for sale.





- Give community groups or a parish council the right to purchase land and property listed as assets of community value at a reduced price i.e. less than market value.
- Compel a property owner to sell to a community group or parish council. Once the procedures set out in the Act are complied with property owners are free to sell their property to whomever they wish.
- Restrict how a property owner can use their property.

### **3.3 Definition of an Asset of Community Value**

3.3.1 The Act provides that land or property falls within the definition of asset of community value where its current primary use furthers the social wellbeing or social interests of the local community, **and** where it is realistic to think that this use will continue. Social interests include culture, recreation and sport. A property will also qualify when its main use in the recent past meets the definition, **and** it is realistic to think that its use may again fall within the definition within the next five years (whether or not in the same way as before).

3.3.2 Social interests include a) cultural interests; b) recreational interests; c) sporting interests. Wellbeing is the things that people value in their life that contributes to them reaching their potential (economic, social or environmental).

3.3.3 The Act sets out details of certain types of land and property which are exempt from the Community Right to Bid provisions.

### **3.4 Who can nominate an asset to be listed**

3.4.1 Nominations to list an asset as being of community value can be made by;

- A local voluntary or community group that is [incorporated](#) – this means it has a separate legal status from its members
- A local voluntary or community group that is [not incorporated](#) but has at least 21 members who appear on the electoral roll within CBMDC or a neighbouring authority.
- A parish council
- Neighboring parish councils – if a parish council borders an unparished area it may nominate asset within that area.
- Community interest groups with a local connection which has one of the following structures:
  - a) A charity
  - b) A community interest company
  - c) A company limited by guarantee that is non profit distributing
  - d) An industrial provident society that is non profit distributing.

For a local group to be able to nominate it must be able to demonstrate that its



activities are wholly or partly concerned with the local authority area within which the asset is located or with a neighbouring authority (which shares a boundary with Bradford).

### 3.5 The Nomination

3.5.1 The nomination application is included at Appendix 1.

3.5.2 Officers have assessed the nomination and have found that :

Criteria	Finding	Comment	Criteria met?
The nominator eligible to nominate Assets of Community Value?	Yes		Yes
Is the nominated asset exempt from listing?	No	Not exempt	Yes
The land and buildings are used (and in the past 5 years) to further the social well-being and social interests of the local community (as defined by the Localism Act 2011) and this use is not ancillary.	Yes	The Community Centre has been in use for many years	Yes
It is realistic to think that the building or land will continue to be used in a way which will further the social well-being and social interests of the community within the next 5 years.	Yes		Yes

3.5.3 Accordingly, Council's Officers have assessed that the criteria for listing have been met and recommend that The Community Centre, Shaw Lane, Oxenhope, Keighley is listed as an Asset of Community Value.

## 4. OTHER CONSIDERATIONS

4.1 Property owners (but not occupiers) may appeal against the Council's decision to list their property as an asset of community value. In the first instance the property owner should ask the Council to review its decision. If the Council upholds its decision to list, the owner may appeal to the First Tier Tribunal.

4.2 There is no provision within the Act for nominators to challenge a decision not to list a property or decision to remove a property from the list following a review. However, the Council will be required to provide nominators with reasons why their application is unsuccessful or why a property has been removed from the list.



4.3 As mentioned at 3.2.3 above the listing of land or property as an Asset of Community Value does not prevent a land owner from changing the use of the listed asset. The Act provides that a listed asset can be removed from the list if the nature of the asset changes so that it is unrealistic to expect it to be used for social, sporting, environmental benefits in the near future. An example of substantial change would be the progression of development works.

4.4 The listing of an asset is not retrospective and has no effect on binding agreements for sale already in place at the date of listing.

## **5. FINANCIAL & RESOURCE APPRAISAL**

A property owner has a right to compensation for losses incurred as a result of listing.

## **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

None

## **7. LEGAL APPRAISAL**

Land or property may only be listed as an Asset of Community Value where it meets the criteria and definitions set out in the Localism Act 2011.

Property owners may appeal against the decision to list their property as an Asset of Community Value. In the first instance the decision to list the property will be subject to internal review within the council. If the council upholds the decision to list, the owner may appeal to the First Tier Tribunal.

## **8. OTHER IMPLICATIONS**

### **8.1 EQUALITY & DIVERSITY**

None

### **8.2 SUSTAINABILITY IMPLICATIONS**

None

### **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

None

### **8.5 HUMAN RIGHTS ACT**

None



## **8.6 TRADE UNION**

None

## **8.7 WARD IMPLICATIONS**

None

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

None

## **9. NOT FOR PUBLICATION DOCUMENTS**

None.

## **10. OPTIONS**

10.1 **Option 1:** Accept the nomination on the grounds that it meets the criteria and definition of an Asset of Community Value as set out in the Localism Act 2011.

10.2 **Option 2:** Reject the nomination on the grounds that it does not meet the criteria and definition of an Asset of Community Value as set out in the Localism Act 2011.

10.3 Option 1 is the preferred option as the nominated site does meet the criteria for listing set out in the Act.

## **11. RECOMMENDATIONS**

Recommended -

That in accordance with Option 1 the nomination of the property known as The Community Centre, Shaw Lane, Oxenhope, Keighley as an Asset of Community Value is accepted.

## **12. APPENDICES**

Appendix 1 - Nomination form and Plan

## **13. BACKGROUND DOCUMENTS**

Report to the Executive meeting of 6<sup>th</sup> November 2012; The Localism Act 2011 – The Community Right to Bid.



# **The Localism Act 2011 Community Right to Bid**

## **Application to Nominate Assets of Community value**



You will need to complete this application form if you wish to nominate an asset of community value for listing. The responses to the questions in your application will enable the Council to reach a decision about your nomination. In the event that the information you supply is insufficient to make a decision, your application will be rejected.

Before completing this application **please read** the information about the Assets of Community Value provisions available on the Council website at [http://www.bradford.gov.uk/bmdc/leisure\\_and\\_culture/parks\\_and\\_open\\_spaces/assets\\_of\\_community\\_value](http://www.bradford.gov.uk/bmdc/leisure_and_culture/parks_and_open_spaces/assets_of_community_value)

This information will help you to better understand whether the asset you propose to nominate meets with the definition of an 'asset of community value'. It also provides additional information about your rights to nominate and bid for assets as well as the rights of asset owners.

Your completed application should be sent to:

Assets of Community Value  
The Operational Estate Manager  
Estate Management  
City of Bradford Metropolitan District Council  
7<sup>th</sup> Floor Jacobs Well  
Bradford  
BD1 5RW

For information, the table below summarises the 'assets of community value' nominating and bidding process in four simple stages.

#### **Stage one: Identify an asset for nomination**

If an eligible community or voluntary group thinks that a local asset meets the definition of an 'asset of community value' they can fill in an application form and ask the Council to list the property as an 'asset of community value'. If the nomination meets the relevant criteria and is approved by the Council, the asset will be included on the list. A list will also be compiled for any unsuccessful nominations that do not meet the criteria.

#### **Stage 2: The owner wants to sell their asset**

If the owner wants to sell their asset they must notify the Council, which will then notify the community group that nominated the asset and publicise the proposed sale to the wider community. If within six weeks of informing the Council of their intention to sell their asset an eligible community interest group does not come forward, the owner is free to sell their asset for a period of eighteen months from the date that they notified the Council of their intention to sell the asset.

#### **Step 3: A designated community group wants to bid for the asset**

If an eligible community interest group *does* express an interest in bidding for the asset, this group or groups will be granted extra time to prepare a business plan and gather the finance needed to purchase the asset. All in all, the time-frame for groups to put together their bids is six months starting from the time the asset owner informs the Council of their intention to sell the asset.

#### **Step 4: The point at which the asset is to be sold**

The six month window of opportunity is only for eligible community interest groups to put their business plans together and gather necessary funding. Once the six month window has expired, the asset owner is free to sell their property to who they want. They are under no obligation to sell the asset to any eligible community interest group or groups who bid to purchase the asset.



**Nomination Form**

Ref.....  
(for Council use)

Section 1: About You		
<b>Title</b>	Councillor	
<b>First Name</b>	Tony	
<b>Surname</b>	Maw	
<b>Address</b>	Buttergate Syke Farm Sykes Lane Oxenhope Keighley	
<b>Postcode</b>	BD22 9SH	
<b>Telephone number</b>	07538 357484	
<b>Email address</b>	<a href="mailto:tonymaw12@gmail.com">tonymaw12@gmail.com</a>	
<b>Your relationship to the nominating organisation</b>	Current chairman and councillor	
Section 2: About your Organisation		
<b>Please provide evidence that you are eligible to make a nomination. See the Appendix for information about who can nominate.</b>		
<b>2.1 Name of organisation</b>	Oxenhope Parish Council	
<b>2.2 Organisation type</b>	<b>Place a cross against all those that apply</b>	<b>Registration number of charity and/or company (if applicable)</b>
Neighbourhood forum		
Parish Council	<b>X</b>	
Charity		
Community interest company		



Unincorporated body		
Company limited by guarantee		
Industrial and provident society		

**2.3 Number of members registered to vote locally** (unincorporated bodies)

In the case of an unincorporated body, at least 21 of its individual members must be registered to vote locally. If relevant, please confirm the number of such members and provide the names and addresses of 21 members registered to vote locally. If they are registered to vote in the area of a neighbouring local authority, rather than in Bradford District, please confirm which area that is.

8 elected councillors serving a 4 year term of office

**2.5 Local connection**

Your organisation must have a local connection, which means that its activities are wholly or partly concerned with the administrative area of Bradford Council or a neighbouring local authority. In some cases this will be obvious, e.g. an organisation whose activities are confined to the city. If it is not obvious, please explain what your organisation's local connection is.

**2.6 Distribution of surplus funds** (*applicable to certain types of organisations only*)

If your organisation is an unincorporated body, a company limited by guarantee, or an industrial and provident society, its rules must provide that any surplus funds are not distributed to members, but are applied wholly or partly for the benefit of the local area (i.e. within the administrative area of Bradford or a neighbouring local authority). If relevant, please confirm that this is the case, and specifically which area this applies to.

N/A

**2.7 More about your organisation**

What are the main aims and activities of your organisation?

Statutory authority / grass roots tier of local government

If your organisation isn't a registered charity or company please provide evidence of its status such as trust deed, Articles of Association, constitution where appropriate.



### 3. Details of the land or building(s) that you are nominating.

Please provide information which helps to clarify the exact location and extent of the asset being nominated. This could include:

- Where the land is registered, the Land Registry Title Information document and map with boundaries clearly marked in red (less than one month old). Provision of Land Registry information is not essential but it may help us to reach a decision on the nomination more quickly.
- A written description with ordinance survey location, and explaining where the boundaries lie, the approximate size and location of any building/s on the land and details of any roads bordering the site.

***If the boundary is not clearly defined you may be required to submit further evidence prior to your nomination application being accepted.***

- A drawing or sketch map with boundaries clearly marked in red – websites which might help you in plotting boundaries include: <http://maps.google.co.uk>

<b>Name of the asset</b>	<b>Oxenhope Community Centre</b>
<b>Address or location of the asset</b>	<b>Shaw Lane, Oxenhope</b>
<b>Description of the asset and its boundaries</b>	<b>Oxenhope Community Centre and car parking area as defined by the attached plan</b>

### 4. Owners and others with an interest in the building or land

Please supply the following information. If any information is not known to you please say so.

<b>Current owner's name and address (if known)</b>	<b>City of Bradford Metropolitan District Council City Hall Bradford West Yorkshire</b>
<b>Current leaseholder(s) name and address</b>	<b>Oxenhope Community Association</b>
<b>Names and addresses of all current occupants of the land</b>	<b>Oxenhope Community Association C/o Marsh House Marsh Lane Oxenhope</b>

<b>5. Reasons for nomination ; Why you think the land or building is of community value</b>	
<p><i>Please note that the following are not able to be assets of community value:-</i></p> <ul style="list-style-type: none"><li><i>• A building wholly used as a residence, together with land “connected with” that residence. This means adjoining land in the same ownership. Land is treated as adjoining if it is separated only by a road, railway, river or canal.</i></li><li><i>• A caravan site.</i></li><li><i>• Operational land. This is generally land belonging to the former utilities and other statutory operators.</i></li></ul>	
<b>5.1 Does the use of the asset currently further the social wellbeing or social interests* of the local community, or has it done so in the recent past? If so, how?</b> <i>* These could be cultural, recreational and/or sporting interests – please say which one(s) apply.</i>	
<p>The Community Centre offers an important community facility within a largely residential area. For a number of years the Community Centre building was neglected but four years ago the Community Association was reformed with new membership and with the aim to improve the Centre’s facilities by attracting outside funding and to implement a properly managed letting system. This objective has now largely been fulfilled and the Community Centre is operating effectively and is a valuable asset to the village.</p>	
<b>5.2 How could the building or land be acquired and used in future?</b> <i>If it is listed as an asset of community value, community interest groups (not limited to your organisation) will get the opportunity to bid for it if it comes up for sale. Please set out how you think such a group could fund the purchase of the building or land, and how they could run it for the benefit of the community.</i>	
<p>If required, it is possible that members of the Community Association would raise funds to purchase the Community Centre. The Community Association have already demonstrated their commitment to improve the Centre by securing outside funding to improve the interior of the building and have the roof made water tight.</p>	

## 6. Submitting your nomination

### 6.1 What to include

- Your organisation's constitution, Articles of Association or Trust Deed (section 2.7)
- Your sketch plan of the asset that you are nominating (section 3).

### 6.2 Signature

By signing your name here (if submitting by post) or typing it (if submitting by email) you are confirming that the contents of this form are correct, to the best of your knowledge.

Signature.....Tony Maw.....

Date.....14<sup>th</sup> October 2015.....



## **Report of the Strategic Director of Regeneration and Culture to the meeting of Keighley Area Committee to be held on Thursday 11 February 2016 at Keighley Town Hall.**

**W**

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### **Subject:**

**Nomination to list property as an Asset of Community Value – Horseshoe Dam, Oxenhope, Bradford**

### **Summary statement:**

**The Council has received a nomination to list property known as Horseshoe Dam, Oxenhope, Keighley as an Asset of Community Value under the Localism Act 2011. This report considers whether the nomination and nominated asset meet the Asset of Community Value Criteria set out in the Localism Act and contains a recommendation as to whether or not the nomination should be approved.**

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Mike Cowlam  
Strategic Director of Regeneration & Culture  
Report Contact: Stephanie Moore,  
Estate Manager  
Phone: (01274) 432256  
E-mail: [steph.moore@bradford.gov.uk](mailto:steph.moore@bradford.gov.uk)

### **Portfolio:**

**Deputy Leader of Council and Housing,  
Planning and Transport  
Overview & Scrutiny Area:  
Regeneration and Economy**



## 1. SUMMARY

- 1.1 The Council has received a nomination to list property known as Horseshoe Dam, Oxenhope, Keighley as an Asset of Community Value under the Localism Act 2011. This report considers whether the nomination and nominated asset meet the Asset of Community Value Criteria set out in the Localism Act and contains a recommendation as to whether or not the nomination should be approved.

## 2. BACKGROUND

- 2.1 The Community Right to Bid provisions of the Localism Act 2011 came into effect on 21<sup>st</sup> September 2012. The purpose of the provisions is to allow communities time to prepare bids for land and property assessed as being of benefit to the community when those assets come up for disposal.

## 3. OTHER CONSIDERATIONS

- 3.1 The Community Right to Bid provisions of the Localism Act 2011 came into effect on 21<sup>st</sup> September 2012. The purpose of the provisions is to allow communities time to prepare bids for land and property assessed as being of benefit to the community when those assets come up for disposal.

### 3.2 The Community Right to Bid

- 3.2.1 Local community groups and parish councils are able to nominate privately and publicly owned land and property for inclusion on a list of assets of community value. The list is maintained by CBMDC which is also responsible for managing the process for determining whether a nomination of a property as an asset of community value is successful. At its meeting of 6<sup>th</sup> November 2012 the Executive resolved that the determination of nominations be devolved to Area Committee.
- 3.2.2 The listing of land or property as an Asset of Community Value has the effect of preventing owners from disposing of their listed property without first notifying the Council of their intention to sell. The notification of intention to sell triggers a six week moratorium on disposal during which local community groups and parish councils are able to express an interest in bidding for the property. If no expressions of interest are received the owner is free to dispose of his property at the end of the six week period. If an expression of interest is received the initial six week moratorium extends to six months to allow community groups and parish councils to prepare to bid for the property or to negotiate with the property owner. At the end of the six month period the property is removed from the list and the owner is able to sell the property to who ever he wants and by whatever means he wishes.
- 3.2.3 The Community Right to Bid provisions **do not** :
- Give community groups or parish councils a right of first refusal when listed land and buildings come up for sale.





- Give community groups or a parish council the right to purchase land and property listed as assets of community value at a reduced price i.e. less than market value.
- Compel a property owner to sell to a community group or parish council. Once the procedures set out in the Act are complied with property owners are free to sell their property to whomever they wish.
- Restrict how a property owner can use their property.

### **3.3 Definition of an Asset of Community Value**

3.3.1 The Act provides that land or property falls within the definition of asset of community value where its current primary use furthers the social wellbeing or social interests of the local community, **and** where it is realistic to think that this use will continue. Social interests include culture, recreation and sport. A property will also qualify when its main use in the recent past meets the definition, **and** it is realistic to think that its use may again fall within the definition within the next five years (whether or not in the same way as before).

3.3.2 Social interests include a) cultural interests; b) recreational interests; c) sporting interests. Wellbeing is the thing that people value in their life that contributes to them reaching their potential (economic, social or environmental).

3.3.3 The Act sets out details of certain types of land and property which are exempt from the Community Right to Bid provisions.

### **3.4 Who can nominate an asset to be listed**

3.4.1 Nominations to list an asset as being of community value can be made by;

- A local voluntary or community group that is [incorporated](#) – this means it has a separate legal status from its members
- A local voluntary or community group that is [not incorporated](#) but has at least 21 members who appear on the electoral roll within CBMDC or a neighbouring authority.
- A parish council
- Neighboring parish councils – if a parish council borders an unparished area it may nominate asset within that area.
- Community interest groups with a local connection which has one of the following structures:
  - a) A charity
  - b) A community interest company
  - c) A company limited by guarantee that is non profit distributing
  - d) An industrial provident society that is non profit distributing.

For a local group to be able to nominate it must be able to demonstrate that its



activities are wholly or partly concerned with the local authority area within which the asset is located or with a neighbouring authority (which shares a boundary with Bradford).

### 3.5 The Nomination

3.5.1 The nomination application is included at Appendix 1.

3.5.2 Officers have assessed the nomination and have found that :

Criteria	Finding	Comment	Criteria met?
The nominator eligible to nominate Assets of Community Value?	Yes	Parish Council	Yes
Is the nominated asset exempt from listing?	No	Not exempt	Yes
The land and buildings are used (and in the past 5 years) to further the social well-being and social interests of the local community (as defined by the Localism Act 2011) and this use is not ancillary.	Yes	The dam has been there in excess of five years	Yes
It is realistic to think that the building or land will continue to be used in a way which will further the social well-being and social interests of the community within the next 5 years.	Yes		Yes

3.5.3 Accordingly, Council's Officers have assessed that the criteria for listing have been met and recommend that The Horseshoe Dam, Oxenhope, Keighley is listed as an Asset of Community Value.

## 4. OTHER CONSIDERATIONS

4.1 Property owners (but not occupiers) may appeal against the Council's decision to list their property as an asset of community value. In the first instance the property owner should ask the Council to review its decision. If the Council upholds its decision to list, the owner may appeal to the First Tier Tribunal.

4.2 There is no provision within the Act for nominators to challenge a decision not to list a property or decision to remove a property from the list following a review. However, the Council will be required to provide nominators with reasons why their application is unsuccessful or why a property has been removed from the list.





4.3 As mentioned at 3.2.3 above the listing of land or property as an Asset of Community Value does not prevent a land owner from changing the use of the listed asset. The Act provides that a listed asset can be removed from the list if the nature of the asset changes so that it is unrealistic to expect it to be used for social, sporting, environmental benefits in the near future. An example of substantial change would be the progression of development works.

4.4 The listing of an asset is not retrospective and has no effect on binding agreements for sale already in place at the date of listing.

## **5. FINANCIAL & RESOURCE APPRAISAL**

A property owner has a right to compensation for losses incurred as a result of listing.

## **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

None

## **7. LEGAL APPRAISAL**

Land or property may only be listed as an Asset of Community Value where it meets the criteria and definitions set out in the Localism Act 2011.

Property owners may appeal against the decision to list their property as an Asset of Community Value. In the first instance the decision to list the property will be subject to internal review within the council. If the council upholds the decision to list the owner may appeal to the First Tier Tribunal.

## **8. OTHER IMPLICATIONS**

### **8.1 EQUALITY & DIVERSITY**

None

### **8.2 SUSTAINABILITY IMPLICATIONS**

None

### **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

None

### **8.5 HUMAN RIGHTS ACT**

None



## **8.6 TRADE UNION**

None

## **8.7 WARD IMPLICATIONS**

None

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

None

## **9. NOT FOR PUBLICATION DOCUMENTS**

None.

## **10. OPTIONS**

10.1 **Option 1:** Accept the nomination on the grounds that it meets the criteria and definition of an Asset of Community Value as set out in the Localism Act 2011.

10.2 **Option 2:** Reject the nomination on the grounds that it does not meet the criteria and definition of an Asset of Community Value as set out in the Localism Act 2011.

10.3 Option 1 is the preferred option as the nominated property does meet the criteria for listing set out in the Act.

## **11. RECOMMENDATIONS**

Recommended -

That in accordance with Option 1 the nomination of the property known as The Horseshoe Dam, Oxenhope, Keighley as an Asset of Community Value is accepted.

## **12. APPENDICES**

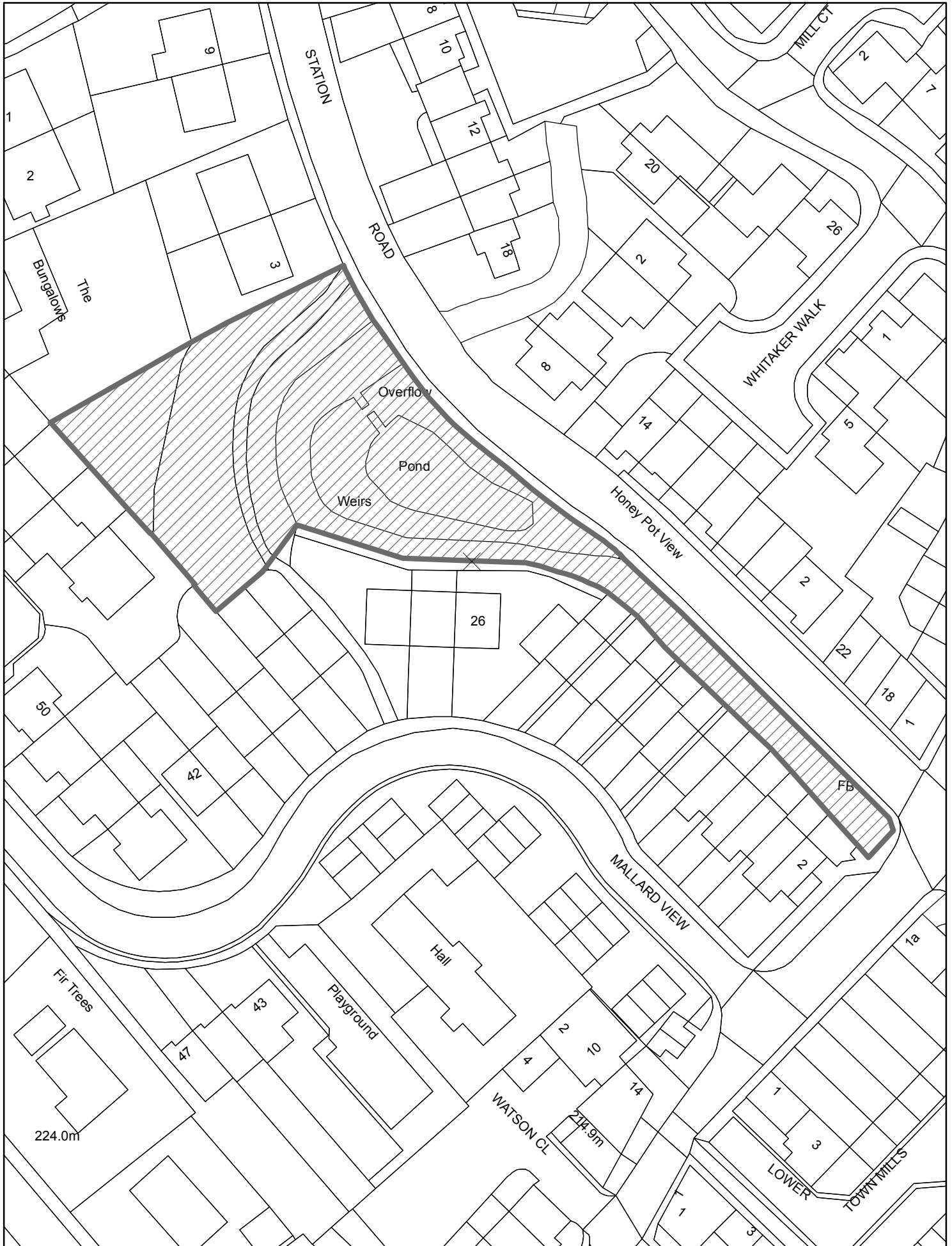
Appendix 1 - Nomination form and Plan

## **13. BACKGROUND DOCUMENTS**

Report to the Executive meeting of 6<sup>th</sup> November 2012; The Localism Act 2011 – The Community Right to Bid.



# ACV 0038 - Horseshoe Dam - New Plan 10/11/2015



Information Only - Not to Scale

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Date: 10/11/2015



# **The Localism Act 2011 Community Right to Bid**

## **Application to Nominate Assets of Community value**



You will need to complete this application form if you wish to nominate an asset of community value for listing. The responses to the questions in your application will enable the Council to reach a decision about your nomination. In the event that the information you supply is insufficient to make a decision, your application will be rejected.

Before completing this application **please read** the information about the Assets of Community Value provisions available on the Council website at [http://www.bradford.gov.uk/bmdc/leisure and culture/parks and open spaces/assets of community value](http://www.bradford.gov.uk/bmdc/leisure%20and%20culture/parks%20and%20open%20spaces/assets%20of%20community%20value)

This information will help you to better understand whether the asset you propose to nominate meets with the definition of an 'asset of community value'. It also provides additional information about your rights to nominate and bid for assets as well as the rights of asset owners.

Your completed application should be sent to:

Assets of Community Value  
The Operational Estate Manager  
Estate Management  
City of Bradford Metropolitan District Council  
7<sup>th</sup> Floor Jacobs Well  
Bradford  
BD1 5RW

For information, the table below summarises the 'assets of community value' nominating and bidding process in four simple stages.

#### **Stage one: Identify an asset for nomination**

If an eligible community or voluntary group thinks that a local asset meets the definition of an 'asset of community value' they can fill in an application form and ask the Council to list the property as an 'asset of community value'. If the nomination meets the relevant criteria and is approved by the Council, the asset will be included on the list. A list will also be compiled for any unsuccessful nominations that do not meet the criteria.

#### **Stage 2: The owner wants to sell their asset**

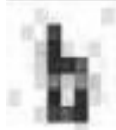
If the owner wants to sell their asset they must notify the Council, which will then notify the community group that nominated the asset and publicise the proposed sale to the wider community. If within six weeks of informing the Council of their intention to sell their asset an eligible community interest group does not come forward, the owner is free to sell their asset for a period of eighteen months from the date that they notified the Council of their intention to sell the asset.

#### **Step 3: A designated community group wants to bid for the asset**

If an eligible community interest group *does* express an interest in bidding for the asset, this group or groups will be granted extra time to prepare a business plan and gather the finance needed to purchase the asset. All in all, the time-frame for groups to put together their bids is six months starting from the time the asset owner informs the Council of their intention to sell the asset.

#### **Step 4: The point at which the asset is to be sold**

The six month window of opportunity is only for eligible community interest groups to put their business plans together and gather necessary funding. Once the six month window has expired, the asset owner is free to sell their property to who they want. They are under no obligation to sell the asset to any eligible community interest group or groups who bid to purchase the asset.



Nomination Form

Ref.....  
(for Council use)

Section 1: About You		
Title	Councillor	
First Name	Tony	
Surname	Maw	
Address	Buttergate Syke Farm Sykes Lane Oxenhope Keighley	
Postcode	BD22 9SH	
Telephone number	07538 357484	
Email address	<a href="mailto:tonymaw12@gmail.com">tonymaw12@gmail.com</a>	
Your relationship to the nominating organisation	Current chairman and councillor	
Section 2: About your Organisation		
Please provide evidence that you are eligible to make a nomination. See the Appendix for information about who can nominate.		
2.1 Name of organisation	Oxenhope Parish Council	
2.2 Organisation type	Place a cross against all those that apply	Registration number of charity and/or company (if applicable)
Neighbourhood forum		
Parish Council	X	
Charity		
Community interest company		



Unincorporated body		
Company limited by guarantee		
Industrial and provident society		

**2.3 Number of members registered to vote locally** (unincorporated bodies)

In the case of an unincorporated body, at least 21 of its individual members must be registered to vote locally. If relevant, please confirm the number of such members and provide the names and addresses of 21 members registered to vote locally. If they are registered to vote in the area of a neighbouring local authority, rather than in Bradford District, please confirm which area that is.

8 elected councillors serving a 4 year term of office

**2.5 Local connection**

Your organisation must have a local connection, which means that its activities are wholly or partly concerned with the administrative area of Bradford Council or a neighbouring local authority. In some cases this will be obvious, e.g. an organisation whose activities are confined to the city. If it is not obvious, please explain what your organisation's local connection is.

**2.6 Distribution of surplus funds** (*applicable to certain types of organisations only*)

If your organisation is an unincorporated body, a company limited by guarantee, or an industrial and provident society, its rules must provide that any surplus funds are not distributed to members, but are applied wholly or partly for the benefit of the local area (i.e. within the administrative area of Bradford or a neighbouring local authority). If relevant, please confirm that this is the case, and specifically which area this applies to.

N/A

**2.7 More about your organisation**

What are the main aims and activities of your organisation?

Statutory authority / grass roots tier of local government

If your organisation isn't a registered charity or company please provide evidence of its status such as trust deed, Articles of Association, constitution where appropriate.

### 3. Details of the land or building(s) that you are nominating.

Please provide information which helps to clarify the exact location and extent of the asset being nominated. This could include:

- Where the land is registered, the Land Registry Title Information document and map with boundaries clearly marked in red (less than one month old). Provision of Land Registry information is not essential but it may help us to reach a decision on the nomination more quickly.
- A written description with ordinance survey location, and explaining where the boundaries lie, the approximate size and location of any building/s on the land and details of any roads bordering the site.

***If the boundary is not clearly defined you may be required to submit further evidence prior to your nomination application being accepted.***

- A drawing or sketch map with boundaries clearly marked in red – websites which might help you in plotting boundaries include: <http://maps.google.co.uk>

<b>Name of the asset</b>	<b>Horseshoe Dam</b>
<b>Address or location of the asset</b>	<b>Station Road, Oxenhope</b>
<b>Description of the asset and its boundaries</b>	<b>Duck pond and surrounding area as defined in red on the attached plan</b>

### 4. Owners and others with an interest in the building or land

Please supply the following information. If any information is not known to you please say so.

<b>Current owner's name and address (if known)</b>	<b>The Crown Government Legal Department P O Box 70165 London WC1A 9HG</b>
<b>Current leaseholder(s) name and address</b>	<b>N/A</b>
<b>Names and addresses of all current occupants of the land</b>	<b>N/A</b>



## 5. Reasons for nomination ; Why you think the land or building is of community value

Please note that the following are not able to be assets of community value:-

- A building wholly used as a residence, together with land “connected with” that residence. This means adjoining land in the same ownership. Land is treated as adjoining if it is separated only by a road, railway, river or canal.
- A caravan site.
- Operational land. This is generally land belonging to the former utilities and other statutory operators.

### 5.1 Does the use of the asset currently further the social wellbeing or social interests\* of the local community, or has it done so in the recent past? If so, how?

\* These could be cultural, recreational and/or sporting interests – please say which one(s) apply.

The duck pond and surrounding area offers an important green buffer within a largely residential area. For a number of years the surrounding area has been neglected but of late a group of parishioners have been carefully removing brambles and the such like to encourage more wildlife and to improve the appearance of the area.

### 5.2 How could the building or land be acquired and used in future?

*If it is listed as an asset of community value, community interest groups (not limited to your organisation) will get the opportunity to bid for it if it comes up for sale. Please set out how you think such a group could fund the purchase of the building or land, and how they could run it for the benefit of the community.*

If required, it is possible that a community interest group would raise funds to purchase the land by holding local fund raising events. Local parishioners have already demonstrated their commitment to improve the appearance of the area by removing rubbish, brambles etc in their own time and at their own expense.

## 6. Submitting your nomination

### 6.1 What to include

- Your organisation's constitution, Articles of Association or Trust Deed (section 2.7)
- Your sketch plan of the asset that you are nominating (section 3).

### 6.2 Signature

By signing your name here (if submitting by post) or typing it (if submitting by email) you are confirming that the contents of this form are correct, to the best of your knowledge.

Signature.....Tony Maw.....

Date.....8<sup>th</sup> July 2015.....



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## **Report of the Assistant Director of Children's Services to the meeting of Keighley Area Committee to be held on 11 February 2016**

**X**

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### **Subject:**

**Arrangements by the Council and its partners to tackle child sexual exploitation.**

### **Summary statement:**

**Keighley Area Committee is invited to consider the report presented to Council Executive on 15<sup>th</sup> September 2015.**

**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 sets out the arrangements that have been put in place, and which continue to develop, to safeguard children from CSE.**

---

Gani Martins  
Interim Assistant Director of Specialist  
Children's Services

**Portfolio:**

**Health & Social Care**

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

**Overview & Scrutiny Area:**

**Children's Services**



## **1. SUMMARY**

- 1.1 Keighley Area Committee is invited to consider the report presented to Council Executive on 15<sup>th</sup> September 2015.
- 1.2 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 sets out the arrangements that have been put in place, and which continue to develop, to safeguard children from CSE.
- 1.3 Section 10 of the appended Executive committee report sets out six recommendations to be considered by the Council Executive on September 15<sup>th</sup> 2015.

## **2. BACKGROUND**

- 2.1 Please refer to the attached report.
- 2.2 Since the completion of the appended report it is possible to provide further information as an update regarding work undertaken by the Local Authority Youth Service to contribute to the partnership 9 point strategy for tackling CSE, which is appended to the Council Executive Report.
- 2.3 The Youth Service demonstrates a strong commitment to ensuring that its practitioners and managers receive relevant training and support regarding CSE with good take up of the CSE on line learning module. This commitment to developing the service awareness and skills in relation to CSE is demonstrated by an event delivered during Safeguarding Week (19 – 23 October). This was a professional development day for the Service entitled: "Early intervention and prevention of CSE - sharing good practice in youth work".
- 2.4 A senior council officer with responsibility for the Youth Service is a member of the Bradford Safeguarding Children Board (BSCB) CSE sub group and this ensures a coordinated contribution to the delivery of the 9 point strategy for tackling CSE.
- 2.5 Appendix 2 gives details of specific activities to address CSE issues that are taking place in the Keighley Area.

## **3. OTHER CONSIDERATIONS**

- 3.1 None additional to the attached report.

## **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 None additional to the attached report.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 None additional to the attached report.



## **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 is a crime committed by predominantly male perpetrators from all different racial backgrounds.

### **7.2 SUSTAINABILITY IMPLICATIONS**

7.2.1 None.

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

7.3.1 None.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

7.4.1 None additional to those identified in the attached report.

### **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**

7.6.1 There are no implications for Trades Unions.

### **7.7 WARD IMPLICATIONS**

7.7.1 The Executive report recommends that every Area Committee receives an update report regarding CSE in the next 6 months.

### **7.8 WARD PLAN IMPLICATIONS**

7.8.1 CSE is reflected in individual ward plans where necessary.

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

8.1 None.

## **9. OPTIONS**



9.1 To encourage all Elected Members to complete the CSE on line training and other appropriate safeguarding training and awareness raising opportunities.

## **10. RECOMMENDATIONS**

10.1 Members of the Committee are requested to consider the attached report.

10.2 Members are requested to consider what further enquiries may assist future corporate scrutiny in this area.

## **11. APPENDICES**

11.1 Appendix 1: Report of the Strategic Director of Children's Services to the meeting of Council Executive to be held on 15<sup>th</sup> September 2015.

11.2 Appendix 2: Specific Activity to Address CSE issues in the Keighley Area.

## **12. BACKGROUND DOCUMENTS**

12.1 None additional to the attached report.





## **Report of the Strategic Director of Children's Services to the meeting of Council Executive to be held on 15<sup>th</sup> September 2015.**

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**Subject:**

**Q**

**Arrangements by the Council and its partners to tackle child sexual exploitation.**

**Summary statement:**

This report provides an update to the report presented to the Council Executive on 13<sup>th</sup> January 2015 and subsequently to the Districts Area Committees regarding the issue of child sexual exploitation (CSE). It sets out the arrangements that have been put in place, and which continue to develop, to safeguard children from CSE.

---

Michael Jameson  
Strategic Director of Children's Services

**Portfolio:**

Health & Social Care

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**Overview & Scrutiny Area:**

Children's Services



## SUMMARY

- 1.1 This report provides an update to the report presented to the Council Executive on 13<sup>th</sup> January 2015 and subsequently to the District's Area Committees regarding the issue of child sexual exploitation (CSE). The January 2015 Council Executive Report is appended to this report as appendix 1. This second report to executive sets out the arrangements that have been put in place, and which continue to develop, to safeguard children from CSE.
- 1.2 Arrangements to address allegations of historic CSE are described as are preventative initiatives and work to support families and communities affected by CSE. Work undertaken utilising the Council's regulatory powers is also described.
- 1.3 All of this is placed in a national and local context, with particular attention being given to the Jay and Casey reports and their implications for the work being undertaken in Bradford.

## 2. BACKGROUND

### 2.1 National Context:

- Professional and public awareness of child sexual exploitation (CSE) has grown significantly in the 14 years since the publication of the first dedicated national guidance for dealing with this form of child sexual abuse, which was entitled: "Safeguarding children involved in prostitution". Changes in legislation and guidance culminated in the publication of the national "Tackling Child Sexual Exploitation Action Plan" which was published in 2011, and this plan has itself been significantly strengthened by the government response to CSE published in March 2015. This response consisted of three key documents setting out expectations regarding information sharing arrangements, assessments, accountability and leadership.
- 2.2 In drawing up this response to CSE, the government particularly considered the findings of three key reports regarding CSE that were published in the course of 2014 – 15:
    - The Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013 (The Jay Report);
    - "Real Voices: Child sexual exploitation in Greater Manchester" (An independent report by Ann Coffey, MP); and
    - The Report of Inspection of Rotherham Metropolitan Borough Council, February 2015 (The Casey Report).
  - 2.3 Together, these reports raised concerns about the effectiveness of statutory organisations to address CSE in terms of strategic and political leadership, recognition of the issue, willingness to focus on children's needs and wishes, and capacity to develop a sophisticated response to this complex issue. Briefings regarding each of these reports and the government response can be found at: [http://www.bradford-scb.org.uk/cse\\_reports.htm](http://www.bradford-scb.org.uk/cse_reports.htm)



- 2.4 In autumn 2014 Ofsted undertook inspections of local responses to CSE in eight local authority areas. The final thematic report: "The sexual exploitation of children: it couldn't happen here, could it?" was published in November 2014. The report considered evidence from 36 inspections of children's services that had already been published and inspections of 38 children's homes, in addition to the eight specific CSE inspections.
- 2.5 This detailed report has produced 25 recommendations for local authorities (LA), partner organisations, Local Safeguarding Children Boards (LSCB), national government and Ofsted itself. Overarching themes in the findings and recommendations are: the need for strong strategic leadership; the need to develop effective local performance arrangements (informed by consistent crime recording); the need to prioritise awareness raising; the importance of police and LA using all powers to disrupt and prosecute offenders; and the need to ensure that all missing children have an independent return interview and that intelligence about missing episodes is collated to identify patterns and risks.
- 2.6 The Ofsted report, together with other recent publications, is of assistance in developing understanding of the complexity of CSE and of the necessity to develop a sophisticated "whole system" response to this form of abuse. It is possible to bench mark planning and activity in Bradford against some good practice identified in the report. The key findings and recommendations of this and other reports are being considered by the CSE sub group of Bradford Safeguarding Children Board (BSCB) and where appropriate are incorporated into the plan under-pinning the 9 Point Strategic Response to CSE.
- 2.7 **Local Context:**  
Partnership working to address CSE in the Bradford District dates from 1995. In October 2011 the independent chair of Bradford Safeguarding Children Board (BSCB) sought assurance as to the effectiveness of the multi-agency response to CSE. In common with other organisations nationally, it is now recognised that West Yorkshire Police and Bradford Council did not have the same rigorous and coordinated approach to dealing with allegations of child sexual exploitation that have subsequently been developed.
- 2.8 The key outcomes of a "structured challenge" to partners were:
- BSCB "Champion for CSE" identified a Police Superintendent;
  - A multi-agency co-located service, known as "The CSE Hub" was established in January 2012;
  - BSCB to be responsible for the District's strategic response to CSE.
- 2.9 These three outcomes remain central to the approach taken in the Bradford District to address CSE. They provide the basis on which strategies for awareness raising, training and preventative work, the operational response, governance and accountability are based.



- 2.10 Since 2011, the Local Authority has taken steps to develop further its leadership role in responding to CSE in the District and to scrutinise the arrangements within the District. Regular reports drafted by BSCB staff have been considered by the Council's Senior Leadership Team, the Council Executive, Children's Overview & Scrutiny Committee and each of the District's Area Committees. BSCB offers Elected Members awareness raising and training opportunities regarding CSE, which many Members have taken up.
- 2.11 Beginning in March 2014 and concluding in July 2014, BSCB conducted a review of the effectiveness of the multi-agency, co-located CSE Hub. This review was chaired by the BSCB Independent Chair, Nick Frost. It was supported by the BSCB manager. The process was steered by representatives of the following key partner agencies:
- Bradford Children's Services
  - NSPCC
  - NHS Clinical Commissioning Groups
  - West Yorkshire Police
  - Hand in Hand Project (Children's Society).
- 2.12 Key members of BSCB and the Independent Chair presented the findings of this review to the Council Chief Executive and the Director of Children's Services (DCS) in July 2014. Key issues identified by the Review were:
- Since the Hub was established in January 2012 operational pressures had resulted in the allocation of increased dedicated staffing resources from both LA Specialist Children's Services and West Yorkshire Police. Increases had been primarily in management and administrative capacity.
  - Audit of practice showed that cases were generally well managed within the Hub. The presence of a social work team manager in the Hub strengthened joint working between the police and social workers. Revised referral pathways for CSE cases were implemented as a result of learning from audit.
  - The Hub had been externally scrutinised by both Ofsted [http://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/bradford/051\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](http://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/bradford/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf) (as part of the 2014 inspection of Local Authority Children's Services) and the National College of Policing. Ofsted found that: "The co-location of police, social care and Barnardo's within the CSE Hub is a particular strength. It promotes effective and early information sharing across agencies where children and young people are at risk of or are suffering sexual exploitation. Timely and robust multi-agency involvement ensures that risks of CSE are identified and plans put in place to reduce these risks". The National College of Policing awarded the Hub "Gold Standard" and has encouraged other police forces to adopt this operational approach as best practice.
  - The review concluded that, working with the "Hub" model, partners had shown themselves responsive to increasing demand and complexity of cases and working arrangements. The review noted that it is likely that demand will continue to increase, at least in the medium term.



**2.13 The Jay and Casey Reports and the Government's Response:**

The Jay report ("The Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013") was published in August 2014. In September 2014 the Secretary of State for Local Government and the Regions appointed Louise Casey to lead an inspection of Rotherham Council. This followed the publication of the critical "Jay" report into CSE in the Borough. The Casey inspection focused on Rotherham's compliance in relation to its duties of governance, taxi and private hire licensing and to children and young people. The report ("The Report of the Inspection of Rotherham Metropolitan Borough") was published in February 2015.

2.14 Taken together these two reports represent the most thorough consideration of the incidence of CSE, the impact of CSE on children, families and communities, the quality of single and multi agency responses and the quality of leadership and governance in any Metropolitan Borough. The Jay report found that approximately 1400 children had been the victims of CSE during the period under consideration. Despite some examples of isolated good practice the report was strongly critical of the services provided by Rotherham Borough Council and South Yorkshire Police. Both reports have had a significant impact locally and nationally on expectations of governance, leadership and service delivery across the public sector when seeking to address the risks of and damage caused by CSE.

2.15 A particular strength of the reports is that they strongly articulate the direct experiences of young people and their families which further assists understanding of the signs and methods of perpetration of CSE. They also locate CSE within the wider context of child abuse and highlight some of the challenges for statutory services of applying a child protection system that has been developed based on an understanding of intra-familial abuse when trying to protect children from extra-familial abuse in the form of CSE.

2.16 From our experience in Bradford, we know that a complex multi-system response is required to prevent CSE and support those affected by it. The reports make this point powerfully and emphasise that this extends to services outside the Council and Police services. Whilst the reports focus on Council services they do make comments in relation to the effectiveness of South Yorkshire Police. It is also possible for other public services to infer from the reports the specific expectations of partnership working and public accountability that they are expected to meet.

2.17 The Casey report in particular identifies a culture among some politicians and senior officers at Rotherham Council of bullying, misplaced political correctness and denial. All of these inhibited the public authorities' ability to fully recognise the scale of CSE and to develop a consistently effective response. There are some areas of good practice identified, particularly by "Risky Business" which delivered a CSE preventative and support service using a youth service support model. However, it is argued that this service was at times marginalised, viewed as "bringing bad news" and its particular success in engaging with young people harmed through CSE and providing positive support was not fully appreciated by partners, particularly those in the Council's Children's Social Care Services.



- 2.18 The reports set out with great clarity that in some instances CSE is perpetrated by highly organised criminal gangs who are involved in other forms of criminality and violence. Protecting children and young people in this context requires professionals to work beyond traditional child protection networks.
- 2.19 A challenge highlighted by the report is how politicians and senior officers make sure that they really know what is happening. Again, it should be emphasised that by implication the same question needs to be considered by those in governance in other public sector bodies.
- 2.20 A number of the issues identified in the Casey report are already areas of development identified in Bradford, e.g. strengthening work with colleagues in licensing, raising awareness among the wider workforce and community and developing effective engagement with Black and Minority Ethnic (BME) communities to address the issue of CSE.
- 2.21 As stated in paragraph 2.8, there have been enhanced levels of political and senior officer scrutiny of CSE arrangements in Bradford. However, the Casey report emphasises the importance of ensuring that the actions under the strategic response are completed and that there is a clear performance framework in place to ensure effectiveness and confidence under scrutiny. These areas are the responsibility of the BSCB CSE sub group.
- 2.22 In March 2015 the Government produced three key documents in response to the Jay and Casey reports. These are:
- Tackling child sexual exploitation – review of assessment and decision making tools (3.3.15 letter): Isabelle Trowler, Chief Social Worker for Children and Families
  - Our joint commitment to share information effectively for the protection of children (3.3.15 letter): Dept of Health, Home Office, Dept for Communities and Local Government, Ministry of Justice
  - Tackling Child Sexual Exploitation (March 2015): HM Government
- 2.23 As part of the Government’s response, the Secretary of State for Education asked Isabelle Trowler to write to Directors of Children’s Services, Chief Executives and Lead Members, to request that they immediately review any assessment and decision making tools in use to see if they are fit for purpose and being properly implemented. The tool in Rotherham and South Yorkshire was based on a numeric scoring system that resulted in risks being underestimated. Isabelle Trowler makes clear that decision making tools can be helpful but they cannot replace sound professional judgement from suitably trained and experienced practitioners and should only ever be used to assist in decision-making.
- 2.24 The CSE risk assessment tool in use in West Yorkshire is drawn from the Consortium Safeguarding procedures, based on the version developed in Bradford at the time of establishing the CSE Hub. It is not a numeric scoring system. At the Board’s ‘Challenge Panel’ in December 2014, a number of CSE cases were reviewed, with a focus on the CSE risk assessments. Areas for improvement were



identified in both the design and use of the CSE risk assessment tool. Following a review of learning from practice experience and regulatory inspection across the West Yorkshire authorities, the WY CSE risk assessment tool is undergoing further revision to ensure that it reflects the very best multi-agency safeguarding practice.

2.25 In the letter setting out the Government commitment to share information for the protection of children, Local Safeguarding Children Boards (LSCB) and Councils were asked to consider some key principles for multi-agency working to safeguard children:

- Integrated working (e.g. co-location)
- Joint risk assessments
- A victim focused approach
- Good leadership and clear governance
- Frequent review of operations

2.26 The Bradford CSE multi-agency Hub is a well established co-located service that has recently moved to Sir Henry Mitchell House. This has the advantage of strengthening links between staff from the Hub and key Council Children's Social Care services. The current risk assessment is a multi-agency form which is completed by each professional involved with a young person and the findings are considered at a multi-agency meeting. The nine point strategic response adopted by BSCB and endorsed by all partners is underpinned by the principle that it is child-centred. This executive report highlights how the developing response to CSE in Bradford has been characterised by the engagement of political and strategic leaders and is subject to regular critical review.

#### 2.27 **Preventative Work:**

In the course of 2013 – 15 an ambitious programme of preventative work was commissioned and delivered using additional one-off funding provided by Bradford Council. The specific initiatives funded were:

- Every year 10 student in Bradford have the opportunity attend a CSE drama entitled "Somebody's Sister, Somebody's Daughter" performed by GW Theatre which is reinforced by pre and post performance lesson plans for schools to deliver.
- Work in Keighley by the Hand in Hand project was boosted to provide more skilled volunteers to deliver preventative work for young people and to train young people as peer mentors.
- Barnardo's was commissioned to expand its work to support more boys and young men to supplement the important work of BLAST (Bradford and Leeds against the Sex Trade) in the District.
- PACE (Parents against Child Exploitation) was commissioned to provide intensive support to the parents of children who are known to be experiencing CSE and from January 2015 to train local practitioners to deliver specific support materials developed by PACE to parents and carers whose children may be at risk from CSE.
- Barnardo's was commissioned to deliver preventative group work sessions to parents and carers and to use the lessons from these sessions to develop a



practitioner tool kit to provide a more consistent and evidence based approach to supporting whole families when children are at risk of CSE. The sessions have been evaluated by the University of Bradford, as will the tool kit.

- 2.28 It was a condition of the commissioning of Hand in Hand, Barnardo's and PACE that they should seek ways to sustain these service developments at the conclusion of the commissions and current indications are that this is the case. It is also noteworthy that a number of schools have commissioned additional performances by GW Theatre which they have themselves funded. By March 2015, more than 3500 students had seen the performance and completed the associated programme of work. It is expected that over 4500 will have seen the play by the end of the tour in December 2015. There have been additional performances of the play to some community groups and to Elected Members of Council.
- 2.29 At the conclusion of the tour of "Somebody's Sister, Somebody's Daughter" a full analysis of the impact of the play on students will be provided as part of the commissioned service. In the course of the tour, BSCB has asked schools for feedback regarding the performances, the lesson plans and the impact on students. The responses received have been over-whelmingly positive. A year tutor at one of the District's secondary academies provided the following comment:
- "Definitely positive impact. I am sending some "post its" a class did as a response to the session. Very powerful, but humorous impact. Delivered so the students got the message but weren't scared either. Excellent – was pitched correctly for them. They enjoyed it. I thought it was very clever how people played different roles within the play. Carefully presented to show how it happens without any offence. Students were enthralled and buzzing afterwards. Promoted lots of discussion in our follow up lesson."*
- 2.30 Using funding made available by the Police and Crime Commissioner (PCC), GW Theatre is being commissioned to tour "Somebody's Sister, Somebody's Daughter" in other parts of West Yorkshire. Bradford has joined with Calderdale and some North-West Authorities to commission GW Theatre to deliver a primary school play to address broader issues of self-esteem, positive relationships and on-line and social media safety with children in transition to secondary school.
- 2.31 Primary and secondary schools have a duty to make sure that pupils and students understand how to keep themselves safe from relevant risks such as abuse, including CSE and extremism. In developing this understanding schools should address risks in daily life including those arising from the use of the internet and social media. Teaching and lessons that address these issues are often referred to as "Personal, Social Health and Economic Education" (PSHE).
- 2.32 The National Curriculum by subject area does not have a PSHE component. However, locally there is an agreed shared curriculum for the teaching of PSHE at Primary and Secondary level drawn from the full range of curriculum subjects, for example science and religious education. Schools can access support from a network of PSHE coordinators across the phases of primary and secondary





education. The delivery of the secondary school play regarding CSE and the development of the primary play are both intended to provide learning opportunities that enhance the delivery of PSHE key components in relation to staying safe.

- 2.33 The government has approved a new common inspection framework for schools which includes new criteria by which schools will be judged. Safeguarding children is a “golden thread” which is assessed throughout all inspection judgements. The culture of the school and leadership are assessed, as well as the quality of teaching. Each school is expected to deliver a broad and balanced curriculum and within that curriculum demonstrate performance against a brand new judgement: personal development, behaviour and welfare. It is in this area that schools should demonstrate that pupils have an understanding of how to keep themselves safe from abuse (including CSE) and extremism.
- 2.34 An evaluation of the preventative group work sessions developed and delivered by Barnardo’s has been completed by Dr Philip Gilligan of the University of Bradford. Key conclusions of this evaluation are that this was an “extremely successful project which delivered a necessary, appropriate and in some cases, transformative service to the parents / carers who participated”. The parenting programme was evaluated as necessary and relevant and the larger seminars delivered as part of the project were well attended and demonstrated a desire by parents and carers to receive basic information regarding CSE. The evaluation endorses the plan to transform the material used in the programme into a manual which will provide a template for the consistent delivery of CSE preventative work with parents and carers in the Bradford District. The importance of colleagues from all agencies working to tackle CSE engaging with this parenting work is emphasised. At a time when partners are facing increasing workload pressures a priority needs to be given to identifying parents and carers to refer to the programme, to encouraging parental attendance and to attending those sessions opened up to staff already working with the children and families in order to reinforce the impact of the preventative group work.
- 2.35 **Community engagement and responsibility:**  
An important strand of preventative work is engaging with communities and leaders to raise awareness of CSE. Local Safeguarding Children Boards (LSCB) and West Yorkshire Police have developed the “Know the Signs” campaign which provides clear messages about CSE in the form of posters for public spaces, schools and other settings, small information cards for children, parents, professionals and a range of internet-based awareness raising tools. Variations of this campaign have been developed for specific themes and aimed at specific audiences. In May 2015 specific information and posters were sent to every school in the District following media reporting of a number of men from the District being charged in connection with CSE. A further media campaign aimed at school and college students will be launched in September 2015 regarding risks associated with social media and “sexting”.
- 2.36 Bradford Safeguarding Children Board (BSCB) and the Council’s Children’s Services has a partnership with the Bradford Council for Mosques and Keighley Muslim Association to support Mosques and Madrassahs throughout the District to deliver good safeguarding children arrangements. This has provided opportunities



to deliver key messages about a range of safeguarding issues, including CSE, in training events for staff and volunteers and in meetings with parents. In addition, BSCB is supporting some groups who have expressed an interest in developing community – based CSE campaigns and services.

2.37 With West Yorkshire Police, BSCB is engaging with representatives of the District's Sikh Gurdwara and a Sikh community group to share information about CSE, attend meetings of congregations and to support an event aimed at Sikh and Hindu groups regarding CSE in September 2015.

2.38 Each of the District's Area Committees has received a report on CSE and these opportunities for dialogue have been particularly constructive. As a result of this, information has been provided that has supported targeted preventative initiatives in parts of the District.

2.39 In any communication with the public regarding CSE it is important to ensure the issue is understood in the wider context of child abuse and neglect, in particular child sexual abuse. If parents, carers and wider communities are to effectively protect children from CSE it is also important that the Council and its partners make clear that there are a number of models of CSE and grooming, the most prominent of which are:

- Peer on peer exploitation: children are sexually exploited by peers who are known to them at school, in the neighbourhood or through mutual friends.
- Exploitation through befriending and grooming: children are befriended directly by the perpetrator or through other children and young people. This process may begin with a girl or boy being targeted and befriended by a young boy or girl usually known to her as an equal, i.e. a classmate, a friend of a sibling, or a neighbour.
- The 'boyfriend'/pimp model of exploitation: perpetrators target children posing as 'boyfriends', showering the child with attention and gifts to cause infatuation. They initiate a sexual relationship with the child, which the child is expected to return as 'proof' of her/his love or as a way of returning the initial attention and gifts. The child is effectively told that they owe the perpetrators money for cigarettes, alcohol, drugs, car rides etc and that sexual activities are one way of paying it back.
- The 'party' model: parties are organised by groups of men to lure young people. Young people are offered drinks, drugs and car rides often for free. They are introduced to an exciting environment and a culture where sexual promiscuity and violence is normalised. Parties are held at various locations and children are persuaded (sometimes financially) to bring their peers along.

2.40 It is recognised that in some instances CSE is an activity deliberately embarked upon by a pre-existing gang, in part for the purpose of extending the control and influence of the gang among young people in the community. This model of abuse was the subject of extensive research by the Office of the Children's Commissioner. In other instances groups of adults, who are otherwise unconnected, network and



operate together solely for the purpose of targeting, grooming and abusing children through CSE.

- 2.41 Each of the models described above can be implemented either face to face, through so-called “street grooming”, or the perpetrators can make use of the internet and social media to target and groom the victim. A risk of focusing on one particular model of CSE, or on “street grooming” rather than on-line grooming is that parents or carers may fail to recognise the signs that a child is at risk. In addition, a focus on one model can lead to assumptions about the characteristics of perpetrators, for example in terms of ethnicity or age which may make it easier for abusers not conforming to a particular stereotype to harm children.
- 2.42 BSCB is working with partners to develop a significant programme of preventative work entitled “Families and communities against Child Sexual Exploitation” (“FCASE”). This model has previously been delivered in three pilot areas in England, funded by the Department for Education. It has been evaluated positively by the University of Bedfordshire and resource is being sought using Police and Crime Commissioner funds which are administered by the Bradford Community Safety Partnership.
- 2.43 On October 20<sup>th</sup> 2015 BSCB will be holding a conference regarding CSE as part of the annual; Safeguarding Week. The conference is entitled: “Child Sexual Exploitation: impact and building resilience” and will feature a number of local and national speakers.
- 2.44 In the course of 2015 the Council and its partners have significantly developed the use of licensing and regulatory powers to support commercial partners in reducing the potential for children to be groomed and abused in the hospitality sector and in the night-time economy. A programme of training staff who work in the Council’s licensing, regulatory and legal sections about CSE began in 2014 and all staff in those services having dealings with relevant trades or who give advice on matters of regulations are expected to have completed on line training or to have attended a relevant awareness raising session.
- 2.45 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. 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 your 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.



Each of these requirements are now routinely checked by Council licensing officers and partners.

- 2.46 This initiative is being followed up with a series of training and compliance events for private hire operators which will commence in late October 2015. These events will be delivered by licensing and BSCB staff and the purpose will be to ensure that private hire operators understand how to comply with the requirements set out in the correspondence that they have received.
- 2.47 The Council is working with other Local Authorities in the Leeds City Region to ensure that there is a better coordinated and more consistent approach to private hire licensing. This includes taking steps to ensure consistent decision making and implementation of decisions regarding the issuing and withdrawal of private hire licenses.
- 2.48 Bradford has been selected as one of the areas to work with Barnardo's to deliver "Plain Sight" which is a Department for Education funded pilot project to teach night-time workers how to protect children from sexual exploitation after dark. The project will reach out to hospitality staff, security guards and others who work at night. As a result of this a Night Time Economy worker has been appointed who will be based in the CSE Hub. This will increase capacity and strengthen coordination of work already being undertaken by the Council, Police and other partners.
- 2.49 **Staff training and Opportunities for Elected Members:**  
In the course of 2014/15, BSCB undertook a full review of its CSE training programme. This review was informed by government guidance, national reports and the learning from a BSCB learning lessons review and a BSCB challenge panel regarding CSE assessment arrangements.
- 2.50 As a result of this review BSCB launched a new online training course: "Safeguarding Children from Sexual Exploitation. This course is aimed at all staff and volunteers who work with young people who may be at risk of being abused through sexual exploitation or who work with adults/families where this issue is of relevance, including local authority elected members. This course has now been successfully completed by more than 2000 professional learners in the Bradford District. This same training opportunity is available for elected members of council and BSCB is working with the Member's Development Officer to encourage take up. A considerable number of elected members have attended specific training and awareness raising events regarding CSE.
- 2.51 The course covers:
- What is sexual exploitation?
  - Legislation, guidance and interagency procedures.
  - Indicator behaviours and vulnerability factors.
  - Assessing risk.
  - Understanding roles and responsibilities.



2.52 In partnership with Barnardo's, BSCB has also developed a new face to face training course which was launched in May 2015, replacing the previous face to face CSE course. This course is aimed at staff who work directly with children and young people at risk of CSE, or those who have specific safeguarding responsibilities, e.g. named persons in schools. Further information about this and other BSCB training course can be accessed here: <http://www.bradford-scb.org.uk/training/training.htm>

### 2.53 **Strategic Response**

Developments are guided by the BSCB 9 Point Strategic Response to CSE (Dec 2014), which is an update of an earlier strategic plan. This document contains the following key points:

- Our partnership response to CSE is child, young person and victim focused;
- 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 a bespoke training plan will be developed for schools to identify to pupils and teachers the signs of being groomed for CSE
- A plan will be developed for all faith and community leaders to support communities through the damage caused by CSE;
- A support network will be developed focusing on women and mothers;
- A specific direct work plan will be developed aimed at boys between 14 yrs and 17yrs to tackle any unacceptable attitudes regarding the sexual abuse of any person;
- A specific product will be developed for the Pakistani origin community which addresses child sexual exploitation and explores the harm that this offence can cause to individuals and 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.

2.54 This BSCB 9 Point Strategic Response is set out in full in appendix 2. The CSE sub group of BSCB is responsible for monitoring the delivery of the plan and is developing specific, measurable actions under each of the points and reports on progress to BSCB and its independent chair.

2.55 During the Bradford Safeguarding Weeks of 2013 and 2014, many of the Council's Elected Members took advantage of targeted training events utilising drama and printed materials. A further event for Elected Members will be taking place during Safeguarding Week 2015. These events are in addition to specific performances aimed at Elected Members of the play "Somebody's Sister, Somebody's Daughter" which were followed with panel discussions and access to the on-line CSE training.

2.56 Elected Members have been appropriately engaged at policy and scrutiny level regarding CSE and continue to work with officers to seek assurance regarding the District's arrangements for dealing with CSE. Some key examples of Elected



Member Engagement are:

- Prior to the Hub being established, the Council Chief Executive convened a meeting of senior council officers, key elected members and senior police officers in December 2011. The purpose of this meeting was to ensure that there was a full, shared understanding of the incidence, impact and broader implications of CSE activity in the Bradford District. A key outcome of this meeting was the endorsement of the concept of the Hub.
- A further meeting of key officers, politicians and police officers took place on the 20 June 2012 to receive an update about the implementation of the Hub. Key outcomes of this second meeting were that the Council committed a full time specialist children's services team manager to further support the work of the Hub and identified £250,000 to invest in CSE services during the period 2013 – 2015.
- In February 2014 the Council's Strategic Leadership Team devoted an extended meeting to the topic of CSE, receiving a detailed presentation from BSCB setting out the current incidence, disposition of services, challenges and new developments in partnership working.
- Following the publication of the Jay Report in August 2014, the Council's Strategic Leadership Team devoted most of the September meeting to considering the lessons of the report and considering the implications for Bradford. A briefing for all Elected Members was prepared and circulated on behalf of the DCS during the same month. The Strategic Leadership Team's considerations resulted in the drafting of the motion regarding CSE which was unanimously passed by the Council on 21st October 2014.
- In addition, reports on CSE have been taken to the Children's Overview & Scrutiny Committee and each Area committee with further reports scheduled for these committees in autumn 2015.

2.57 West Yorkshire Police, the five West Yorkshire Directors of Children's Services and the five West Yorkshire LSCB Chairs have a programme of regular meetings to consider opportunities to cooperate across local authority borders to tackle CSE in the sub region. The West Yorkshire Police and Crime Commissioner (PCC) is also represented at these meetings and is exploring ways to increase joint capacity to safeguard children from CSE and to prosecute perpetrators. As a result of this a number of initiatives, funded by the PCC, have been developed. These include the appointment of a West Yorkshire CSE Safeguarding Advisor and the recruitment for each Local Authority area of an officer to act as a Single Point of Contact to ensure the effective sharing of information about CSE, missing children, persons of concern and trafficking intelligence across West Yorkshire and to neighbouring sub regions.

2.58 The partnership work to address CSE in the Bradford District represents a substantial commitment of finances and resources by partners at a time when the public sector as a whole is seeking significant financial savings in line with national public sector spending targets.

2.59 The financial and resource appraisal of the Council's commitment is set out in section 4 of this report. At this point it is relevant to note that, in addition to a current



annual spend of £19 million on social workers, many of whom deal with CSE cases an additional spend of £2.9 million is committed to child prevention and support services. It is from within this budget that children's specialist services staff in the Hub are funded. In addition, the cost of a specialist purchased placement for a child at risk of CSE can be from £104,000 to £250,000 per year. At any one time there are between 10 – 15 children and young people who require such a specialist placement.

- 2.60 When the CSE Hub was established in 2012, the West Yorkshire Police staffing commitment to the service was 8 Police Officers led by a Sergeant at an annual cost of approximately £505,000. Since that time there have been a number of changes to policing structure in order to more effectively focus resources on CSE and related risks, and to establish a dedicated response to historic CSE concerns. This has resulted in a total deployment of 3 Detective Inspectors, 2 Detective Sergeants, 20 Detective Constables, 5.5 Police Staff, 9.5 Investigation Officers (the latter being funded by resources provided by the Police and Crime Commissioner). This further staffing commitment represents an additional annual staffing cost for police officers and staff focussed on CSE of £1,788,000 in the Bradford District.
- 2.61 Some particularly complex and resource intensive CSE investigations are managed by the Protective Services Division. In recent years a number of investigations into CSE concerns have been managed by this service. The most resource intensive of these investigations has cost almost £4 million to date, whilst the least costly has been approximately £350,000.
- 2.62 **When there are concerns about a child**  
When there is a concern that a child or young person is at risk of CSE a professional is required to complete a multi-agency CSE referral and risk assessment form and forward this to the multi-agency CSE Hub. Each morning, representatives of all of the services co-located in or working closely with the Hub meet to discuss all new referrals and to share information and update risk assessments of cases already known to the Hub. A shared assessment of risk is made on each case, which can be rated as low (preventative services to be provided by a single agency), medium (individual and family work to be offered which is likely to involve more than one agency) or high (a child has been abused or is at significant risk of being abused through CSE and requires a multi-agency plan and an active criminal investigation is required). As cases are reviewed the assessment of risk may go up or down.
- 2.63 At present, the Council has a team manager and a social worker located in the Hub. The role of these staff is to ensure that appropriate risk assessments are completed and multi-agency child protection procedures are carried out on children that are referred to the Hub. These staff also ensure appropriate information sharing and joint planning takes place between the Hub and the LA social workers that are allocated to children at risk of CSE. This often involves supporting joint work with children and undertaking, with police colleagues, evidential interviews of child witnesses.



- 2.64 This group of police officers are supported by a police researcher and clerk. Within the District's crime team and specialist teams such as the Homicide and Major Enquiries Team there are considerable numbers of officers focussing specifically on CSE investigations. The police officers within the CSE Hub are also responsible for making enquiries about children who go missing from home or care and for gathering and monitoring information about missing episodes. A detailed report regarding arrangements for children who go missing can be found in section 4.1 of this annual report.
- 2.65 A specialist police officer in the Hub focuses on supporting joint initiatives to disrupt CSE and to develop targeted action to ensure that operators of licensed services and key operators in the night time economy are aware of CSE and taking steps to minimise the risk of their businesses being used by perpetrators to facilitate CSE.
- 2.66 In addition to undertaking regular visits to businesses with relevant colleagues from the Council's Licensing and Environmental Health Services, this officer, with support from other police colleagues, has also worked with 2 businesses to amend practices that caused concern and has developed an arrangement for daily police attendance at locations identified as being potentially associated with CSE, with 25 such locations initially identified.
- 2.67 The Barnardo's Turnaround Service is located at the Hub which works with girls and boys to provide preventative inputs and to work directly with children, alongside partner services. A protocol with the Bradford District Care Trust ensures that an identified, consistent sexual health nurse works with the Hub to support children, either at the Hub, in NHS premises or in the community. BSCB is supporting the development of a business case for the commissioning of a health practitioner to be based as a permanent part of the Hub team, ensuring holistic health assessment, signposting to appropriate services and more effective information sharing across all health trusts. The activity of the Hub is supported by a police analyst and an admin support worker.
- 2.68 Other key partner agencies have a daily or regular presence at the Hub. These include: the Hand in Hand Project (Children's Society), Parents Against Child Exploitation (PACE), BLAST (Bradford & Leeds Against the Sex Trade) and Bradford District Care Trust. Partners from other NHS Trusts, Education Support Services and the Youth Offending Team attend weekly meetings at the Hub.
- 2.69 In common with other children and adults who have been abused or are victims of violent crime, those who have experienced CSE are likely to require on-going therapeutic support to assist them in recovery. BSCB is working with partners in health trusts and the clinical commissioning groups to map current provision against a likely increase in demand. The outcome of this process may be that it is necessary to adjust current commissioning arrangements to ensure that CSE survivors have sufficient priority access to relevant services.
- 2.70 Whilst the focus of this report is on arrangements to safeguard children from sexual exploitation there is significant evidence of some vulnerable adults also being targeted for sexual exploitation. The Adult Safeguarding Board has received reports





about the arrangements for addressing CSE within the District and protocols have been agreed for information sharing between the CSE Hub and the Adult Protection Unit. The Adult Protection Coordinator sits on the BSCB CSE sub group. In addition, an Adult Protection Senior Practitioner attends weekly meetings at the CSE Hub to enhance operational coordination between safeguarding children and adult protection services.

**2.71 What is the extent and profile of CSE in our District?**

In order to more clearly identify and understand incidence of CSE in the District, the Council has made a significant investment in developing the functionality of the Integrated Children's System to allow children's services staff to "flag" cases of children at risk of CSE, to record information about individuals and premises that may present a risk of CSE in a way that complies with Data Protection requirements and facilitates the production of regular detailed reports about this activity. Prior to April 2014 it was not possible to produce detailed data reports other than by time-consuming manual processes.

2.72 West Yorkshire Police has developed a similar "flagging" system which identifies for all officers and relevant police staff cases where there is a risk of CSE. The NHS "System One" on-line records system is being gradually rolled out nationally. This already provides for enhanced information sharing about child safeguarding matters within and between NHS Trusts. At present this system does not have the facility to "flag" CSE concerns as distinct from other safeguarding concerns. Discussions are currently underway with local Trust officers to establish whether it is possible to put such an arrangement in place.

2.73 Appendix 3 of this report contains a number of tables providing general information about the numbers, ages, gender and ethnic backgrounds of children who have been referred to the CSE Hub since April 2014. This information is broken down into two time periods, April 2014 – March 2015 and from April 2015 until the end of July 2015.

2.74 During the period April 1<sup>st</sup> 2015 – March 31<sup>st</sup> 2015, 431 children were referred to the CSE Hub, whilst from April 1<sup>st</sup> 2015 – July 31<sup>st</sup> 2015 that number was 185. If the referral trend of the first 4 months of the current reporting year were to be maintained, it can be expected that there will be in excess of 550 referrals to the CSE Hub during 2015 – 16. That would represent an increase in referrals of 29% over the year. Details of the numbers and ages of children referred are contained in table 1 of appendix 3.

2.75 The peak ages for referral to the CSE Hub remain children aged 14 – 15 and children aged 16 – 18. If the trend identified in the first 3 months of this reporting year were to be maintained for 12 months, the largest increase (approximately 50.8%) will be in the 14 – 15 age group.

2.76 Table 2 sets out information regarding the ethnicity of children referred to the CSE Hub during the two time periods being considered. Children of White British ethnicity are the largest group, with children of Asian British (Pakistani) heritage being the second largest group. If the trends noted in the first quarter of the current



reporting year are maintained for 12 months there would be an increase of approximately 16.5% in the numbers of White British heritage children referred to the Hub and of approximately 53.5% in the numbers of Asian British (Pakistani) heritage children referred.

2.77 Table 3 contains information regarding the risk categorisation and ages and gender of children. To maintain confidentiality, some of the lowest value groups have been rounded up to 5. This table demonstrates the continued low representation of males, particularly in the medium and high risk groups. This emphasises the importance of continuing awareness raising and training with colleagues from BLAST regarding the risks, incidence and impact of CSE on boys and young men.

2.78 **Prosecution and Disruption**

The majority of CSE criminal investigations for the Bradford District are managed within the co-located Hub at Sir Henry Mitchell House. However, particularly complex and resource intensive investigations have been managed within the Homicide and Major Enquiries Team (HMET) of West Yorkshire Police and Protective Services Crime Division.

2.79 Operation Kellerabbey is currently HMET managed and currently has 14 men and a 16 year old male charged with numerous offences of rape and unlawful sexual activity against primarily one female child who was aged under 16 at the time. One of the allegations relates to a second victim who was also under 16 at the time of the offence in 2009. These charges have resulted in Court appearances and trials are set for the forthcoming months at Bradford Crown Court.

2.80 Operation Gardia was a Protective Services investigation conducted during 2011/12 against two males in their early 20's who were grooming and committing rape and sexual activity with two female children in their teenage years. As a result of this investigation, the two males were found guilty at trial and sentenced to a combined total of 35 years imprisonment.

2.81 Operation Oakberry was a Protective Services lead investigation in relation to sexual grooming and unlawful sexual activity against a male child in his early teens. Adult males have been charged with a range sexual offences and a number have pleaded guilty and been sentenced at Court. The use of the internet and social networking sites is a particular characteristic of this case. Those convicted of the lesser offences have been sentenced to community based orders. There are a number of trials scheduled for future hearings for other serious offences.

2.82 Operation Dalesway relates to a series of historic CSE investigations within the Bradford District and is resourced by a dedicated team of Detectives and Police Staff investigators working alongside dedicated Social Care staff. These enquires are complex, historic in nature and resource intensive, the likelihood of charges and prosecutions unlikely to be realised until 2017.

2.83 The CSE team based at the Hub is currently undertaking 129 separate investigations. These investigations include situations where there is evidence of CSE and grooming taking place using the internet and social media, as well as



“street grooming”. The markings for CSE related cases have been placed on offences up to April 2014 so accurate recording of these offences can take place. There are currently 183 individuals linked to these offences as a subject of interest or suspect (a suspect could be linked to more than one offence and some offences have more than one suspect shown attached to the crime). Of these 66 are showing as having been arrested. As of the 31<sup>st</sup> July 2015 17 are showing as charged. Of these 7 have been convicted, 5 were found not guilty and there are 5 on police bail.

2.84 As CSE crimes have only been linked from the 1<sup>st</sup> April 2014 there may have been various trials and convictions since that date which would have been from previous years (as charging a person and finally getting a conviction in court may take 18 months to 2 years). Considering sexual offences over the last 5 years against a victim who was under 18, there are 178 suspects which have been charged for these offences.

2.85 A review of these charges has been undertaken and there are 56 of these offences which are considered to be of a CSE type. Of the 56 suspects charged for the offences 45 have resulted in convictions. 6 were found not guilty, 2 are on file, 1 was no further action and 2 are still pending trial. The range of sentences are appropriate to the seriousness of the offences and range from Community based sentences to significant terms of imprisonment.

2.86 Examples of recently reported sentencing outcomes are provided below:

- Bradford Crown Court  
R vs Miskeen 4/3/2015  
Sexual Activity with under 16 female  
7 years imprisonment
- Bradford Crown Court  
R vs Khan 2/3/2015  
Sexual Activity with under 16 female x 3  
4.5 years imprisonment
- Bradford Crown Court  
R vs Hussain 11/5/2015  
Sexual Activity with under 16 female x 3  
3.5 years imprisonment
- Bradford Crown Court  
R vs Ashton  
Attempt to meet following Grooming  
12 months Suspended Sentence  
24 Supervision Order, MH Requirement, SOPO
- Bradford Crown Court  
R vs Hurst  
Incitement to Sexual Activity with under 16 female (via Snapchat)  
12 months Community Order



12 months Supervision, SOPO imposed

- 2.87 As described above, a specialist police officer is located in the CSE Hub who is responsible for coordinating and supporting disruptive activity by the Police, Council and other partners.
- 2.88 **Historic Concerns**  
In this report the terms “historic abuse” and “historic CSE concerns” are used to describe current or recent investigations underway into alleged specific offences relating to CSE that may have occurred more than one year and one day prior to the investigation commencing. The use of this term is not intended to minimise the likely current and continuing impact of abuse on the victim and the victim’s family.
- 2.89 As a result of increasing public awareness of CSE, particularly following the publication of the Jay report there has been a national increase in members of the public contacting local authorities and the police raising concerns about their own previous experiences of CSE, or about possible incidents of CSE that they may have witnessed in the past. Some members of the public have made contact with Bradford Council or West Yorkshire Police regarding potential historic CSE incidents in the Bradford area.
- 2.90 West Yorkshire police and Bradford Council have developed a partnership response to the issue of historic CSE concerns. A specialist team has been established. Currently this consists of a police inspector, two Detective Sergeants, nine Detective Constables, eight civilian investigators, a police analyst, a police researcher, 2 social workers 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.
- 2.91 During the period 1/4/2014 – 31/3/2015, 6 investigations into historic concerns of CSE were initiated by this specialist team. Between 1/4/2014 to 31/7/2015 a further 3 investigations commenced. All 9 investigations are still on-going.

### **3. OTHER CONSIDERATIONS**

- 3.1 There are no other considerations.

### **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 The Council allocated £250,000 of one off resources. This funding has been used to commission the services described in paragraph 2.27 above. Where appropriate these services are continuing, sustained by alternative resources accessed by the voluntary sector.
- 4.2 The CSE cases requiring social work allocation are included in the normal case loads for social workers working in the Children Specialist Services. The Council spends £19m on children’s social workers per annum. In addition to spend on social work teams, Children 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, community resource worker and an analyst to work within the CSE multi agency Hub.

- 4.3 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.
- 4.4 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:
- The PCC has provided funding for an additional analyst to focus on CSE and missing children data;
  - The PCC has provided funding for further preventative work in schools which in Bradford will be used to develop and tour a primary school play regarding CSE and related issues of child safety.

## **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.
- 5.2 Failure to implement the proposed recommendations may increase these risks

## **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**

- 7.2 Child sexual exploitation is a crime committed by predominantly male perpetrators from all different racial backgrounds.

### **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 Trade 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**

- 9.1 To encourage all Elected Members to complete the CSE training which is available and also to encourage Elected Members to attend events to raise awareness of CSE and related safeguarding issues.
- 9.2 To consider if this report should be disseminated to Area Committees to raise awareness and focus Community Leadership to tackle this issue across the district

## **10. RECOMMENDATIONS**

- 10.1 It is recommended that the following actions be taken to support the partnership work to address CSE within the District:
- Request that each Bradford District Area Committee receives a report regarding Child Sexual Exploitation in the course of the next 6 months.
  - Work through the Leeds City Region to ensure a consistent approach to decision-making and implementation regarding private hire licences.
  - Approve the programme of awareness raising, training regarding CSE and monitoring of private hire operators implementation of the standards set out in the letter to operators of 16<sup>th</sup> June 2015.
  - Encourage Elected Members to complete the CSE on-line training course and to take up opportunities to attend other training and awareness raising events.
  - Request that during the current civic year the Health and Well Being Board receive a report regarding arrangements for therapeutic support for survivors of CSE.
  - In 2016 the Council Executive should receive a further update on the progress of arrangements in the District to safeguard children from Child Sexual Exploitation.

## **11. APPENDICES**

- 11.1 Appendix 1: Report of the Strategic Director of Children's Services to the meeting of the Council Executive held on 13<sup>th</sup> of January 2015: "Arrangements by the Council and its partners to tackle child sexual exploitation".
- 11.2 Appendix 2: "9 Point Strategic response to CSE".
- 11.3 Appendix 3: Three tables containing data regarding referrals to the CSE Hub.

## **12. BACKGROUND DOCUMENTS**

- 12.1 The following documents have been referenced in this report; all of these are public documents and can be accessed by internet:



- “Safeguarding children involved in prostitution: supplementary guidance to Working Together to Safeguard Children” (Dept of Health, National Assembly of Wales, Home Office, Department for Education and Employment, 2000) [http://webarchive.nationalarchives.gov.uk/+/dh.gov.uk/en/publicationsandstatistics/publications/publicationspolicyandguidance/dh\\_4006037](http://webarchive.nationalarchives.gov.uk/+/dh.gov.uk/en/publicationsandstatistics/publications/publicationspolicyandguidance/dh_4006037)
- “Tackling child sexual exploitation: action plan” (Dept for Education, 2011) <http://media.education.gov.uk/assets/files/pdf/c/tackling%20child%20sexual%20exploitation%20action%20plan.pdf>
- “The Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013” (“The Jay Report”, August 2014): [http://www.rotherham.gov.uk/downloads/file/1407/independent\\_inquiry\\_cse\\_in\\_rotherham](http://www.rotherham.gov.uk/downloads/file/1407/independent_inquiry_cse_in_rotherham)
- “Real Voices Child sexual exploitation in Greater Manchester” An independent report by Ann Coffey, MP. October 2014 <http://anncoffeymp.com/wp-content/uploads/2014/10/Real-Voices-Final.pdf>
- Report of Inspection of Rotherham Metropolitan Borough Council, February 2015. Author: Louise Casey CB. [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/401119/46966\\_Rotherham\\_Report\\_PRINT.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/401119/46966_Rotherham_Report_PRINT.pdf)
- Ofsted Thematic Inspection: “The sexual exploitation of children: it couldn’t happen here, could it?”: (November 2014) <http://www.ofsted.gov.uk/resources/sexualexploitation-of-children-it-couldnt-happen-here-could-it>
- Tackling Child Sexual Exploitation: The Cabinet Office, March 2015 <http://www.bradford-scb.org.uk/cse/documents/Tackling%20CSE.Rotherham%20Response.Feb%202015.pdf>
- Letter from the Chief Social Worker: Tackling Child Sexual Exploitation:- review of assessment and decision making tools. <http://www.bradford-scb.org.uk/cse/documents/CSW%20re%20CSE%20assessment%20and%20decision%20making%20tools.pdf>
- Letter to the Chief Executives of local authorities, Directors of Children’s Services, Police and Crime Commissioners, Local Safeguarding Children’s Boards, Health and Wellbeing Boards and GPs., Home Office, Department of Health, Ministry of Justice and the Department for Communities and Local Government. “Our joint commitment to share information effectively for the protection of children”. [http://www.bradford-scb.org.uk/cse/documents/info\\_sharing\\_letter5.pdf](http://www.bradford-scb.org.uk/cse/documents/info_sharing_letter5.pdf)





## Appendix 1

# Report of the Strategic Director of Children's Services to the meeting of Council Executive to be held on 13<sup>th</sup> January 2015.

**AM**

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### Subject:

Arrangements by the Council and its partners to tackle child sexual exploitation.

### Summary statement:

This report summarises the current arrangements in the District for safeguarding children from child sexual exploitation and also describes the arrangements that have been put in place to enquire into allegations of historic child sexual exploitation (CSE). Preventative initiatives and work to support families and communities affected by CSE are also described.

Further actions will be proposed to enable the Council to implement in full the resolution passed unanimously on 21<sup>st</sup> October 2014.

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Strategic Director of Children's Services

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### Portfolio:

**Children's Services**

### Overview & Scrutiny Area:

**Children's Services**



## 1. SUMMARY

- 1.1 This report summarises the current arrangements in the District for safeguarding children from child sexual exploitation (CSE) and also describes the arrangements that have been put in place to enquire into allegations of historic child sexual exploitation. Preventative initiatives and work to support families and communities affected by CSE are also described.

Further actions are proposed to enable the Council to implement in full the resolution passed unanimously on 21<sup>st</sup> October 2014.

## 2. BACKGROUND

### 2.1 NATIONAL CONTEXT

Professional and public awareness of child sexual exploitation (CSE) has grown significantly in the 14 years since the publication of the first dedicated national guidance for dealing with this form of child sexual abuse, which was entitled: "Safeguarding children involved in prostitution". Changes in legislation and guidance culminated in the publication of the national "Tackling Child Sexual Exploitation Action Plan" which was published in 2011.

- 2.2 In addition to national guidance and new legislation, the growing appreciation of the need to develop a more sophisticated multi-agency response to CSE was aided by research and enquiries such as the two year national enquiry into CSE by gangs and groups led by Sue Berelowitz, the Deputy Children's Commissioner for England. More recently, the publication of the Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013 ("The Jay Report") has emphasised the importance of strong strategic and political leadership across the public sector and in communities in responding to CSE at a local level.
- 2.3 As a result of the publication of the Jay Report in August 2014 Ofsted announced that it would be undertaking inspections of local responses to CSE in eight local authority areas. The final thematic report: "The sexual exploitation of children: it couldn't happen here, could it?" was published in November 2014. The report considered evidence from 36 inspections of children's services that had already been published and inspections of 38 children's homes, in addition to the eight specific CSE inspections.
- 2.4 This detailed report has produced 25 recommendations for local authorities (LA), partner organisations, LSCBs, national government and Ofsted itself. Overarching themes in the findings and recommendations are: the need for strong strategic leadership; the need to develop effective local performance arrangements (informed by consistent crime recording); the need to prioritise awareness raising; the importance of police and LA using all powers to disrupt and prosecute offenders; and the need to ensure that all missing children have an independent return interview and that intelligence about missing episodes is collated to identify patterns and risks.



- 2.5 Whilst the report does emphasise the importance of effective multi-agency working, particularly when presenting findings about professional practice, the focus of comments about strategic leadership is entirely on the LA and the LSCB. Therefore the distinctive strategic leadership that can be offered by the police service or by health trusts and commissioners in developing therapeutic services is not explored.
- 2.6 Some commentators have expressed the view that the report does not provide sufficient analysis of the examples of good practice identified in some areas. As a consequence, it has been argued, an opportunity to promote good practice has been squandered.
- 2.7 The Ofsted report, together with other recent publications, is of assistance in developing understanding of the complexity of CSE and of the necessity to develop a sophisticated “whole system” response to this form of abuse. It is possible to benchmark planning and activity in Bradford against some good practice identified in the report. The key findings and recommendations of this report are being considered by the CSE sub group of Bradford Safeguarding Children Board (BSCB) and where appropriate are incorporated into the further development of the plan under-pinning the Strategic Response to CSE.

2.8 LOCAL CONTEXT:

Partnership working to address CSE in the Bradford District dates from 1995. In October 2011 the independent chair of Bradford Safeguarding Children Board (BSCB) sought assurance as to the effectiveness of the multi-agency response to CSE. In common with other organisations nationally, it is now recognised that West Yorkshire Police and Bradford Council did not have the same rigorous and co-ordinated approach to dealing with allegations of child sexual exploitation that have subsequently been developed.

2.9 The key outcomes of a “structured challenge” to partners were:

- BSCB “Champion for CSE” identified: Police Superintendent;
- A multi-agency co-located service, known as “The Hub” was established in January 2012, based at Javelin House.
- BSCB to be responsible for the District’s strategic response to CSE.

2.10 Prior to the Hub being established, the Council Chief Executive convened a meeting of senior council officers, key elected members and senior police officers in December 2011. The purpose of this meeting was to ensure that there was a full, shared understanding of the incidence, impact and broader implications of CSE activity in the Bradford District. A key outcome of this meeting was the endorsement of the concept of the Hub. A further meeting of key officers, politicians and police officers took place on the 20 June 2012 to receive an update about the implementation of the Hub. Key outcomes of this second meeting were that the Council committed a full time specialist children’s services team manager to further support the work of the Hub and identified £250,000 to invest in CSE services during the period 2013 – 2015.



- 2.11 The Director of Children's Services convened a meeting for all Secondary Head Teachers in June 2013. This was addressed by the DCS, BSCB Manager and Senior Officers from West Yorkshire Police. Head Teachers were notified of the West Yorkshire wide "Know the Signs" public awareness campaign and other initiatives relating to CSE.
- 2.12 In February 2014 the Council's Strategic Leadership Team devoted an extended meeting to the topic of CSE, receiving a detailed presentation from BSCB setting out the current incidence, disposition of services, challenges and new developments in partnership working.
- 2.13 During Spring 2014 BSCB conducted a review of the effectiveness of the multi-agency, co-located CSE Hub. This review was chaired by the BSCB Independent Chair, Nick Frost; it was supported by the BSCB manager. The process was steered by representatives of the following key partner agencies:
- Bradford Children's Services
  - NSPCC
  - NHS Clinical Commissioning Groups
  - West Yorkshire Police
  - Hand in Hand Project (Children's Society).
- 2.14 The review considered a number of sources of information including:
- Operational data provided by the Hub;
  - CSE case file audits undertaken by managers from West Yorkshire Police and Specialist Children's Services;
  - A Bradford University research project into the experiences of young people affected by CSE, facilitated by Barnardo's Turnaround and Hand in Hand and supported by the British Association for the Study and Prevention of Child Abuse and Neglect (BASPCAN);
  - A self assessment of CSE partnership working against standards developed by the University of Bedford;
  - Home Office Innovation Fund evaluation of parental support work undertaken in the Bradford District by Parents Against Child Exploitation (PACE);
  - Information from external scrutiny of the Hub by Ofsted and the National college of Policing.
- 2.15 Key members of BSCB and the Independent Chair presented the findings of this review to the Council Chief Executive and the Director of Children's Services (DCS) during July 2014. Key issues identified by the Review were:
- Since the Hub was established in January 2012 operational pressures had resulted in increased dedicated staffing resources from both LA Specialist Children's Services and West Yorkshire Police. Increases had been primarily in management and administrative capacity.
  - Audit of practice showed that cases were generally well managed within the Hub. The presence of a social work team manager in the Hub strengthened joint working between the police and social workers. Revised referral pathways for CSE cases were implemented as a result of learning from audit.
  - The Hub had now been externally scrutinised by both Ofsted (as part of the



2014 inspection of Local Authority Children's Services) and the National College of Policing. Ofsted found that: "The co-location of police, social care and Barnardo's within the CSE Hub is a particular strength. It promotes effective and early information sharing across agencies where children and young people are at risk of or are suffering sexual exploitation. Timely and robust multi-agency involvement ensures that risks of CSE are identified and plans put in place to reduce these risks". The National College of Policing awarded the Hub "Gold Standard" and has encouraged other police forces to adopt this operational approach as best practice.

- The review concluded that, working with the "Hub" model, partners had shown themselves responsive to increasing demand and complexity of cases and working arrangements. The review noted that it is likely that demand will continue to increase, at least in the medium term.

2.16 Following the publication of the Jay Report in August 2014, the Council's Strategic Leadership Team devoted most of the September meeting to considering the lessons of the report and considering the implications for Bradford. A briefing for all Elected Members was prepared and circulated on behalf of the DCS during the same month. The Strategic Leadership Team's considerations resulted in the drafting of the motion regarding CSE which was unanimously passed by the Council on 21<sup>st</sup> October 2014.

#### PREVENTATIVE WORK:

2.17 Bradford Council identified additional one – off funding of £250,000 which is being invested in CSE preventative work. Services have been commissioned from VCS partners which mean that in September 2014 a programme commenced which includes:

- Every year 10 student in Bradford attending a CSE drama performed by GW Theatre which is reinforced by pre and post performance lesson plans for schools to deliver;
- Work in Keighley by the Hand in Hand project being boosted to provide more preventative group work for young people and to train peer mentors.
- Barnardo's has been commissioned to expand its work to support more boys and young men, and to develop a new resource pack for work with families to raise awareness of CSE.
- PACE (Parents against Child Exploitation) has been commissioned to provide intensive support to the parents of children who are known to be experiencing CSE and from January 2015 to train local practitioners to deliver specific support materials developed by PACE to parents and carers whose children may be at risk from CSE.
- Barnardo's has been commissioned to develop a practitioner tool kit to support a more consistent and evidence based approach to supporting whole families when children are at risk of CSE. This tool kit will be evaluated by the University of Bradford.



- 2.18 Additional preventative work under development includes:
- Exploring options for developing more accessible sources of advice and assistance for BME women
  - Working with the Youth Service to develop art work, consequences cards and accessible on-line and social media based advice for young people
  - Working with Faith and Community Groups to raise awareness of CSE, to have honest conversations about the incidence, patterns and impact of CSE across the Bradford District and ensuring that local people understand how they can identify and report CSE.
  - Working with the City Solicitor, Licensing, and Environmental Health colleagues to ensure that the full range of regulatory powers are utilised by the Council to ensure that CBMDC is a “hostile environment” for those considering abusing our children in this way. CSE training is being provided for staff in these services; to date 80 have been trained and a further 35 will be trained in January 2015.
- 2.19 Practice experience and research demonstrate that children are sometimes transported, or “trafficked” for the purposes of CSE. West Yorkshire Police and other forces have had some successes in preventing children being trafficked in private cars and there is evidence that some perpetrators are making use of public transport as a potentially less risky means of trafficking children. It is recognised that public transport providers and British Transport Police are increasingly vigilant regarding this issue.
- 2.20 An important strand of preventative work is engaging with communities and leaders to raise awareness of CSE. Local Safeguarding Children Boards (LSCB) and West Yorkshire Police have developed the “Know the Signs” campaign which provides clear messages about CSE in the form of posters for public spaces, schools and other settings, small information cards for children, parents, professionals and a range of internet-based awareness raising tools.
- 2.21 Bradford Safeguarding Children Board and the Council’s Children’s Services has a partnership with the Bradford council for Mosques and Keighley Muslim Association to support Mosques and Madrassahs throughout the District to deliver good safeguarding children arrangements. This has provided opportunities to deliver key messages about a range of safeguarding issues, including CSE, in training events for staff and volunteers and in meetings with parents. In addition, BSCB is supporting some groups who have expressed an interest in developing community – based CSE campaigns and services.
- 2.22 Heightened interest in this issue, following the publication of the Jay report, has resulted in invitations to BSCB, the Council and West Yorkshire Police to speak at public meetings about the issue of CSE. In October West Yorkshire Police and BSCB each provided a speaker for a public meeting and discussion about CSE organised by the Professional Muslim Institute. In November, Michael Jameson, (DCS), Superintendent Vince Firth (West Yorkshire Police) and Paul Hill (BSCB Manager) spoke at a public meeting organised as part of Inter-Faith Week at the Markazi Jamia Mosque Community Centre in Keighley.



- 2.23 In addition to responding to requests to speak at community-organised events it is important that the Council and its partners continue to create opportunities to broadcast key messages about CSE and safeguarding children to all communities in the Bradford District. An option available to the Council is to ensure that all Area Committees receive a report about CSE to provide an opportunity for discussion about the issue in a specific local context.
- 2.24 It is important that the Council makes use of its structures and community fora to ensure that there is a positive dialogue about CSE across the whole District. It is for this reason that this report recommends that each Area Committee be requested to receive a report about CSE. It is expected that this will provide opportunities to disseminate key messages about the issue to local communities and to receive local information about concerns, challenges and opportunities.
- 2.25 In any communication with the public regarding CSE it is important to ensure the issue is understood in the wider context of child abuse and neglect, in particular child sexual abuse. If parents, carers and wider communities are to effectively protect children from CSE it is also important that the Council and its partners make clear that there are a number of models of CSE and grooming, the most prominent of which are:
- Peer on peer exploitation: children are sexually exploited by peers who are known to them at school, in the neighbourhood or through mutual friends.
  - Exploitation through befriending and grooming: children are befriended directly by the perpetrator or through other children and young people. This process may begin with a girl or boy being targeted and befriended by a young boy or girl usually known to her as an equal, i.e. a classmate, a friend of a sibling, or a neighbour.
  - The 'boyfriend'/pimp model of exploitation: perpetrators target children posing as 'boyfriends', showering the child with attention and gifts to cause infatuation. They initiate a sexual relationship with the child, which the child is expected to return as 'proof' of her/his love or as a way of returning the initial attention and gifts. The child is effectively told that they owe the perpetrators money for cigarettes, alcohol, drugs, car rides etc and that sexual activities are one way of paying it back.
  - The 'party' model: parties are organised by groups of men to lure young people. Young people are offered drinks, drugs and car rides often for free. They are introduced to an exciting environment and a culture where sexual promiscuity and violence is normalised. Parties are held at various locations and children are persuaded (sometimes financially) to bring their peers along.
- 2.26 It is recognised that in some instances CSE is an activity deliberately embarked upon by a pre-existing gang, in part for the purpose of extending the control and influence of the gang among young people in the community. This model of abuse was the subject of extensive research by the Office of the Children's Commissioner. In other instances groups of adults, who are otherwise unconnected, network and operate together solely for the purpose of targeting, grooming and abusing children through CSE.



2.27 Each of the models described above can be implemented either face to face, through so-called “street grooming”, or the perpetrators can make use of the internet and social media to target and groom the victim. A risk of focusing on one particular model of CSE, or on “street grooming” rather than on-line grooming is that parents or carers may fail to recognise the signs that a child is at risk. In addition, a focus on one model can lead to assumptions about the characteristics of perpetrators, for example in terms of ethnicity or age which may make it easier for abusers not conforming to a particular stereotype to harm children.

#### STRATEGIC RESPONSE:

2.28 Developments to date have been guided by the BSCB 7 Point Strategic Response to CSE (July 2013). This document has recently been revised to take account of lessons emerging from national reports and local experience. The new response, currently in draft form, contains the following key points:

- Our partnership response to CSE is child, young person and victim focused;
- A multi agency co-located team which will work together to reduce the risk to victims and bring offenders to justice;
- A bespoke training plan will be developed for schools to identify to pupils and teachers the signs of being groomed for CSE;
- A plan will be developed for all faith and community leaders to support communities through the damage caused by CSE;
- A support network will be developed focusing on women and mothers;
- A specific direct work plan will be developed aimed at boys between 14 yrs and 17yrs to tackle any unacceptable attitudes regarding the sexual abuse of any person;
- A specific product will be developed for the Pakistani origin community which addresses child sexual exploitation and explores the harm that this offence can cause to individuals and 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.

2.29 This BSCB 9 Point Strategic Response is set out in full in appendix 1. The CSE group of BSCB is responsible for the delivery of the plan and is developing specific, measurable actions under each of the points and will report on progress to BSCB and its independent chair.

2.30 West Yorkshire Police, the five West Yorkshire Directors of Children’s Services and the five West Yorkshire LSCB Chairs have a programme of regular meetings to consider opportunities to cooperate across local authority borders to tackle CSE in the sub region. The West Yorkshire Police and Crime Commissioner (PCC) is also represented at these meetings and is exploring ways to increase joint capacity to safeguard children from CSE and to prosecute perpetrators. As a result of this a number of initiatives, funded by the PCC, are being developed. These include the recruitment of a West Yorkshire CSE Safeguarding Advisor and the recruitment for





each Local Authority area of an officer to act as a Single Point of Contact to ensure the effective sharing of information about CSE, missing children, persons of concern and trafficking intelligence across West Yorkshire and to neighbouring sub regions.

- 2.31 A National Working Group on CSE (NWG) has been established, to which BSCB is affiliated. This provides a network for LSCB and partner organisations to share learning and experiences. Specific strands of work are lead by the NWG to improve national arrangements for sharing information about emerging risks, missing children and trafficking issues. Through the Yorkshire and Humber LSCB network there is a regional forum for sharing information about CSE.
- 2.32 It is important that all organisations working to keep children safe from CSE are self-critical and seek opportunities to learn and improve services. BSCB has a system of case audit and “challenge panels” which allow for detailed analysis of the work done on cases and directly engages staff working on cases to learn from their experiences. These processes are in addition to quality assurance work undertaken by individual agencies. BSCB has also been assisted by partners in getting the views of young people who have been identified as being at risk or abused through CSE. Some developments completed or underway as a result of this activity are:
- The development of flow charts for professionals setting out CSE referral routes.
  - A review, together with West Yorkshire Police and other West Yorkshire authorities, the current CSE referral and risk assessment tool, which was developed in Bradford. This review commenced in December 2014.
  - The revision of the BSCB strategic response to CSE (completed December 2014, see appendix 1) to take account of feedback from professionals and young people, in particular young men and boys.
- 2.33 When appropriate, BSCB and its partners undertake detailed learning reviews of cases for the purposes of improving services. One such review completed during 2014 concerned a case of a young person who was a victim of CSE and a prosecution witness in the trial of the perpetrator. As a result of the evidence given by this young woman the perpetrator was convicted. However, lessons were identified for West Yorkshire Police, Children’s Services Departments and the Courts Service. The young woman was a vulnerable witness facing significant obstacles in giving evidence. Due to her reluctance to give evidence she absconded from the Court, a witness summons and a warrant for her arrest were issued, and she was held in police custody overnight before returning to Court and giving evidence.
- 2.34 Whilst there was much good practice identified in the review of the case, it was clear that single and joint agency working needs to be improved. Actions are underway to ensure that West Yorkshire Police provides a specific officer, separate from the investigating officer, to give support to a vulnerable CSE witness in court proceedings. The joint planning arrangements for supporting young vulnerable witnesses have been strengthened to ensure that these are addressed explicitly and are not subsumed within other child in need, child protection or looked after child planning processes. Bradford Children’s Services is working with other West Yorkshire Authorities to identify potential arrangements for enhanced supervised



accommodation for young people who are vulnerable witnesses if there is a risk that they may abscond or fail to attend at court.

- 2.34 Discussions are taking place with the West Yorkshire Police and Crime Commissioner regarding the wider availability of video links to courts to enable vulnerable witnesses to give evidence without the need to attend the court building. The Independent Chair of BSCB and a senior officer from West Yorkshire Police have met the local judiciary to discuss learning from this case and an immediate action has been to change arrangements for the listing of such cases to minimise the risk of anxiety - provoking delays in witnesses being called to give evidence.

#### WHEN THERE ARE CSE CONCERNS ABOUT A CHILD:

- 2.36 When there is a concern that a child or young person is at risk of CSE a professional is required to complete a multi-agency CSE referral and risk assessment form and forward this to the multi-agency CSE Hub. Each morning, representatives of all of the services co-located in or working closely with the Hub meet to discuss all new referrals and to share information and update risk assessments of cases already known to the Hub. A shared assessment of risk is made on each case, which can be rated as low (preventative services to be provided by a single agency), medium (individual and family work to be offered which is likely to involve more than one agency) or high (a child has been abused or is at significant risk of being abused through CSE and requires a multi-agency plan and an active criminal investigation is required). As cases are reviewed the assessment of risk may go up or down.
- 2.37 At present, the Council has a team manager and a social worker located in the Hub. The role of these staff is to ensure that appropriate risk assessments are completed and multi-agency child protection procedures are carried out on children that are referred to the Hub. These staff also ensure appropriate information sharing and joint planning takes place between the Hub and the LA social workers that are allocated to children at risk of CSE. This often involves supporting joint work with children and undertaking, with police colleagues, evidential interviews of child witnesses.
- 2.38 A police detective inspector, six detectives and two police constables are located in the Hub. These colleagues are responsible for criminal investigations of alleged CSE and working to build cases for prosecution. The police constables are also responsible for making enquiries about children who go missing from home or care and for gathering and monitoring information about missing episodes.
- 2.39 The Barnardo's Turnaround Service is located at the Hub which works with girls and boys to provide preventative inputs and to work directly with children, alongside partner services. A protocol with the Bradford District Care Trust ensures that an identified, consistent sexual health nurse works with the Hub to support children, either at the Hub, in NHS premises or in the community. The activity of the Hub is supported by a police analyst and an admin support worker.



- 2.40 Other key partner agencies have a daily or regular presence at the Hub. These include: the Hand in Hand Project (Children's Society), Parents Against Child Exploitation (PACE), BLAST (Bradford Lads Against the Sex Trade). and Bradford District Care Trust. Partners from other NHS Trusts, Education Support Services and the Youth Offending Team attend weekly meetings at the Hub.
- 2.41 In common with other children and adults who have been abused or are victims of violent crime, those who have experienced CSE are likely to require on-going therapeutic support to assist them in recovery. BSCB is working with partners in health trusts and the clinical commissioning groups to map current provision against a likely increase in demand. The outcome of this process may be that it is necessary to adjust current commissioning arrangements to ensure that CSE survivors have sufficient priority access to relevant services. This report recommends that, in the course of 2015, the Health and Well Being Board seek assurance regarding arrangements for therapeutic support for CSE survivors.

#### MANAGEMENT INFORMATION:

- 2.42 In recent months the Council has made a significant investment in developing the functionality of the Integrated Children's System to allow children's services staff to "flag" cases of children at risk of CSE, to record information about individuals and premises that may present a risk of CSE in a way that complies with Data Protection requirements and facilitates the production of regular detailed reports about this activity. Prior to April 2014 it is not possible to produce detailed data reports other than by time-consuming manual processes.
- 2.43 West Yorkshire Police has developed a similar "flagging" system which identifies for all officers and relevant police staff cases where there is a risk of CSE. The NHS "System One" on-line records system is being gradually rolled out nationally. This already provides for enhanced information sharing about child safeguarding matters within and between NHS Trusts. At present this system does not have the facility to "flag" CSE concerns as distinct from other safeguarding concerns. Discussions are currently underway with local Trust officers to establish whether it is possible to put such an arrangement in place.
- 2.44 Between April 1<sup>st</sup> – September 30<sup>th</sup> 2014, 158 children were referred to the Hub as being at risk of CSE. Of these children, 17 were under the age of 12, 30 were aged 12 – 13, 65 were 14 – 15 and 46 were over 16. 128 of the children were female and 30 were male. The ethnic breakdown of the group is: 99 white British, 19 other white backgrounds and 23 Asian, 14 mixed heritage. In 3 instances the ethnicity of the child was not recorded.
- 2.45 In the proceeding 6 months (October 2013 – April 2014) there were 170 children referred to the Hub as at risk of CSE. Of these children, 7 were under the age of 12, 30 were aged 12 – 13, 88 were 14 – 15 and 45 were over 16. 143 of the children were female and 27 were male. The ethnic breakdown of the group is: 103 white



British, 21 other white backgrounds, 30 Asian 3 black and 13 mixed heritage.

2.46 On December 2<sup>nd</sup> 2014, 55 children were assessed by the Hub as being at high risk of CSE. 49 of these children are female. 3 children in this group are under 12, 27 are 13 – 15 years of age and 25 are over 16. 30 of these children are of white British ethnicity, 7 of other white ethnicity, 8 identified as of Gypsy or Roma ethnicity, 5 of Asian ethnicity and 5 of mixed heritage.

#### 2.47 PROSECUTION AND DISRUPTION:

The majority of CSE criminal investigations for the Bradford District are managed within the Hub. However, particularly complex and resource intensive investigations may be managed within the Homicide and Major Enquiries Team (HMET) of West Yorkshire Police. Currently one investigation from the Bradford District is being managed in this way.

2.48 The CSE team based at the Hub is currently undertaking 48 separate investigations. These investigations include situations where there is evidence of CSE and grooming taking place using the internet and social media, as well as “street grooming”. There are currently 31 suspects, some of whom are currently on police bail, linked to these investigations. The ethnic origin for these suspects is: Asian 18, white British 11, central of eastern European 2.

2.49 In the course of the last 6 months 13 individuals have been charged with offences related to CSE as a result of work undertaken by staff at the Hub. Of this group, 7 are awaiting trial, 4 have been convicted, 1 has been found not guilty and 1 has received a caution.

2.50 An important tool to disrupt the activity of suspected perpetrators of CSE is the Child Abduction Warning Notice. This was formerly known as a Harbourers’ Warning. It can be issued against individuals who are suspected of grooming children by stating that they have no permission to associate with the named child and that if they do so they can be arrested under the Child Abduction Act 1984 and Children Act 1989. Such warnings can be issued as a result of reasonable grounds for concern regarding a child looked after up to age of 18 and up to the age of 16 for other children. In the Bradford District 24 of these notices were issued during 2013 – 2014. So far during 2014 – 2015 16 of these notices have been issued.

#### 2.51 HISTORIC CONCERNS:

As a result of increasing public awareness of CSE, particularly following the publication of the Jay report there has been a national increase in members of the public contacting local authorities and the police raising concerns about their own previous experiences of CSE, or about possible incidents of CSE that they may have witnessed in the past. Some members of the public have made contact with Bradford Council or West Yorkshire Police regarding potential historic CSE incidents in the Bradford area.



2.52 West Yorkshire police and Bradford Council have developed a partnership response to the issue of historic CSE concerns. A specialist team has been established. Currently this consists of a Detective Sergeant, 6 Constables, a police analyst, a police researcher, 2 social workers 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. The background, strategic intentions and terms of reference for this team are contained in appendix 2 of this report.

2.53 COUNCIL CSE MOTION:

The Council resolution unanimously agreed on 21/10/2014 made clear the priorities and ambitions of the Council in this area and provides leadership to partners in the District. This report is brought to the executive as a direct consequence of the resolution.

2.54 This report has already set out the current arrangements and new arrangements under development for investigating and responding to concerns that children are being harmed by CSE and ensuring that prompt multi-agency enquiries and assessments result in children being kept safe and, whenever possible, offenders being prosecuted. Strong and effective partnership working between both the statutory sector and voluntary sector organisations is central to achieving this.

2.55 In order to encourage the recognition of victims of abuse through CSE and to education children, parents and carers of the early indications of risk of CSE, there have been a number of awareness raising initiatives. One example is that West Yorkshire Police and the West Yorkshire LSCB have developed an awareness campaign regarding CSE called "Know the Signs". Printed and electronic materials for this campaign have been distributed and used in many settings, including schools, youth work settings, health centres, and children's homes. Art work has also been displayed using Council street furniture. Young people are themselves building on this campaign by developing consequences cards, posters, an information DVD and web based materials

2.56 The Corporate Parenting Panel has received a reassurance report regarding arrangements for protecting children looked after, including those in purchased care placements, are protected from CSE.

2.57 The work currently being undertaken in the District's Secondary Schools to raise awareness of CSE is based on the drama production "Somebody's Sister, Somebody's Daughter". Students received lessons about CSE both before and after viewing the performance. Trained staff attend each school to offer support and take appropriate action should this work prompt any child to disclose a concern about CSE. This project will be formally evaluated. It is already apparent from feedback by students and school based staff that the work has a powerful impact on audiences and feedback from teaching staff is that the supporting lesson plans are effective in enabling students to learn about, understand and speak about the issue of CSE.



- 2.58 Information presented above (paragraphs 2.23 – 2.25) shows that there are cases of CSE being dealt with in Bradford where the child at risk is 12 years or under. In addition there is targeted and general preventative work being undertaken with children of primary school age. At present BSCB is exploring options to develop a consistent and sustainable model for delivering key messages about safe relationships and self esteem to primary school pupils as they are preparing for transition to secondary school. The ambition is to make this available to each primary school.
- 2.59 Bradford Safeguarding Children Board has delivered specific training sessions for Elected Members regarding CSE and related issues during Safeguarding Week in both 2013 and 2014. New materials are being developed which will enable every Member of Council to undertake training about CSE. This course will be delivered in a manner that is accessible to Elected Members, will address the incidence and signs of CSE. It will provide opportunities for Members to undertake further reading and will describe the processes for getting help for children and families in Bradford. It will also focus on the specific roles of Elected Members in terms of safeguarding and CSE. The course will be CPD certified

### **3. OTHER CONSIDERATIONS**

- 3.1 There are no other considerations

### **4. OPTIONS**

- 4.1 To encourage all Elected Members to complete the CSE training which is to be made available.
- 4.2 To consider if this report should be disseminated to Area Committees to raise awareness and focus Community Leadership to tackle this issue across the district

### **5. FINANCIAL & RESOURCE APPRAISAL**

- 5.1 The Council allocated £250,000 of one off resources as part of the 2013-14 budget setting process to support Children Services to support CSE services over 2 years.
- 5.2 Children Service has made resources available from within existing budgets by allocating a team manager and a social worker to work with the CSE multi agency Hub.
- 5.3 The CSE cases requiring social work allocation are included in the normal case loads for social workers working in the Children Specialist Services.
- 5.4 Children Services currently spends approximately £3.6m on Children prevention and support service.

### **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 6.1 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.

6.2 Failure to implement the proposed recommendations may increase these risks

## **7. LEGAL APPRAISAL**

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

## **8. OTHER IMPLICATIONS**

### **8.1 EQUALITY & DIVERSITY**

Child sexual exploitation is a crime committed by predominantly male perpetrators from all different racial backgrounds.

### **8.2 SUSTAINABILITY IMPLICATIONS**

None

### **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

8.4.1 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.

8.4.2 The Community Safety Partnership has received a presentation about CSE delivered by the BSCB CSE Champion and the Assistant Director for Specialist Children's Services.

### **8.5 HUMAN RIGHTS ACT**

8.5.1 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.



## 8.6 TRADE UNION

There are no implications for Trade Unions.

## 8.7 WARD IMPLICATIONS

It is recommended that each Area Committee receive a report about CSE during 2015.

## 9. NOT FOR PUBLICATION DOCUMENTS

None

## 10. RECOMMENDATIONS

10.1 It is recommended that the following actions be taken to support the implementation of decisions made at Council on October 21<sup>st</sup>:

- Request that each Bradford District Area Committee receives a report regarding Child Sexual Exploitation in the course of 2015.
- Approve the establishment of the historic CSE team.
- Approve the revised BSCB 9 Point Strategic Response to CSE.
- Endorse work to widen school initiatives to develop an appropriate package for use in primary schools.
- Approve the programme of CSE training for Council staff in Licensing, Hackney Cab, Environmental Health, City Solicitors and Housing and other relevant regulatory services within CBMDC.
- Approve a similar, targeted CSE awareness raising and training programme for the Council's front line uniformed staff who work on the District's streets.
- Over the next twelve months a training package regarding CSE will be available which is accessible to and suitable for Elected Members.
- Request that during 2015 the Health and Well Being Board receive a report regarding arrangements for therapeutic support for survivors of CSE.
- During 2015 the Council Executive should receive a further update on the progress of arrangements in the District to safeguard children from Child Sexual Exploitation.

## 11. APPENDICES

11.1 Appendix 1: "9 Point Strategic response to CSE" – work led by the Bradford Safeguarding Children Board.

11.2 Appendix 2: "Historic Multi Agency Investigation into Child Sexual Exploitation" - The background, strategic intentions and terms of reference for the historic CSE team, agreed by West Yorkshire Police, Bradford Council and BSCB.





## 12. BACKGROUND DOCUMENTS

The following documents have been referenced in this report; all of these are public documents and can be accessed by internet:

1. "Safeguarding children involved in prostitution: supplementary guidance to Working Together to Safeguard Children" (Dept of Health, National Assembly of Wales, Home Office, Department for Education and Employment, 2000)  
[http://webarchive.nationalarchives.gov.uk/+/dh.gov.uk/en/publicationsandstatistics/publications/publicationspolicyandguidance/dh\\_4006037](http://webarchive.nationalarchives.gov.uk/+/dh.gov.uk/en/publicationsandstatistics/publications/publicationspolicyandguidance/dh_4006037)
2. "Tackling child sexual exploitation: action plan" (Dept for Education, 2011)  
<http://media.education.gov.uk/assets/files/pdf/c/tackling%20child%20sexual%20exploitation%20action%20plan.pdf>
3. "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>
4. "The Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013" ("The Jay Report", August 2014):  
[http://www.rotherham.gov.uk/downloads/file/1407/independent\\_inquiry\\_cse\\_in\\_rotherham](http://www.rotherham.gov.uk/downloads/file/1407/independent_inquiry_cse_in_rotherham)
5. Ofsted Thematic Inspection: "The sexual exploitation of children: it couldn't happen here, could it?": (November 2014)  
<http://www.ofsted.gov.uk/resources/sexual-exploitation-of-children-it-couldnt-happen-here-could-it>
6. Decisions of meeting of Council held on Tuesday 21<sup>st</sup> October 2014, decision 8: Child Sexual Exploitation: [http://eip-prod.bradford.gov.uk/WPS/wps/PA\\_CommitteeMinutes/CallDisplayDocServlet?docID=13105](http://eip-prod.bradford.gov.uk/WPS/wps/PA_CommitteeMinutes/CallDisplayDocServlet?docID=13105)



## Appendix 2



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

#### **Introduction:**

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

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:

- Plans and commissions 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 ensure that identified perpetrators receive treatment programmes in order to minimise the chances of re-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. We recognise that CSE is a dynamic and changing phenomenon. BSCB need to be vigilant in its response and needs to learn from emerging evidence. We are committed to utilising data and research to inform our response.

**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; and
- survivors of CSE are assisted to overcome the consequences of this abuse as they move into adulthood.

BSCB and its partners listen to and learn from the experiences of children and young people in order to continuously improve services.



**2. 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. These teams have been inspected and evaluated, providing Bradford with an opportunity to learn from that experience in the development of its own multi-agency co-located team.*

The team, known as "the Hub" is a single point of contact for all agencies to refer concerns they have about children who may be at risk 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. 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, after the abuse has stopped. Partners also collaborate to share information about potential perpetrators, who are dealt with dynamically to reduce the risk to the victim and other children.



3. A training plan will be developed for all professionals and leaders regarding CSE, in particular **a bespoke training plan will be developed 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 teachers and other school-based 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 recognize 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 absolute 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 partner 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 develop training and awareness raising programmes which are presently taking place in schools, and seek to expand this work into more educational settings.

BSCB has developed an on-line CSE training programme which is suitable for all professionals and leaders. A programme of additional multi-agency training is being developed which is targeted at 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.



**4. A plan will be developed for all faith and community leaders to support 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 the 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, their intention being to cause disharmony within the community. 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. **A support network 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
- 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 aimed at boys between 14 yrs and 17yrs 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 behaviour, 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. A specific product for the Pakistani origin community which addresses child sexual exploitation and explores the harm that this offence can cause to individuals and communities.**

*Sexual offences against children are committed by people from all communities. However there is evidence that a disproportionately high number of perpetrators of street grooming in the Bradford District are males of BME, primarily Pakistani, origin. 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 Pakistani 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 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**

*Previous 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 recognise the signs.



**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

**Table 1: Young People Referred to the Hub:**

	<b>April 1<sup>st</sup> 2014 – March 31<sup>st</sup> 2015</b>	<b>April 1<sup>st</sup> 2015 – July 31<sup>st</sup> 2015</b>
<b>Children aged 11 or under:</b>	16	7
<b>Children aged 12 – 13:</b>	73	35
<b>Children aged 14 – 15:</b>	179	90
<b>Children aged 16 – 18:</b>	163	53
<b>Total number of Children:</b>	431	185

**Table 2: Ethnicity of Young People referred to the Hub:**

	<b>April 1<sup>st</sup> 2014 – March 31<sup>st</sup> 2015</b>	<b>April 1<sup>st</sup> 2015 – July 31<sup>st</sup> 2015</b>
<b>White British:</b>	273	106
<b>Asian British (Pakistani):</b>	43	22
<b>Asian British (other):</b>	10	2
<b>Black British (African/Caribbean):</b>	4	1
<b>Gypsy or Roma:</b>	24	10
<b>Mixed Heritage: Asian/White:</b>	20	10
<b>Mixed Heritage: Black/White:</b>	7	7
<b>White (Other):</b>	22	9
<b>Other:</b>	2	1
<b>Not recorded:</b>	26	17



**Table 3: Risk Categorisation of young people referred to the Hub (1<sup>st</sup> April 2015 – July 31<sup>st</sup> 2015:**

	<b>July 31<sup>st</sup> 2015</b>
<b>Low Risk:</b>	80
<b>Number male:</b>	10
<b>Number female:</b>	70
<b>Aged 11 or under:</b>	<5
<b>Aged 12 – 13:</b>	19
<b>Aged 14 – 15:</b>	39
<b>Aged 16 – 18:</b>	18
<b>Medium Risk:</b>	49
<b>Number male:</b>	<5
<b>Number female:</b>	47
<b>Aged 11 or under:</b>	<5
<b>Aged 12 – 13:</b>	6
<b>Aged 14 – 15:</b>	25
<b>Aged 16 – 18:</b>	17
<b>High Risk:</b>	10
<b>Number male:</b>	0
<b>Number female:</b>	10
<b>Aged 11 or under:</b>	0
<b>Aged 12 – 13:</b>	<5
<b>Aged 14 – 15:</b>	6
<b>Aged 16 – 18:</b>	<5
<b>**Other:</b>	46
<b>Number male:</b>	9
<b>Number female:</b>	37
<b>Aged 11 or under:</b>	<5
<b>Aged 12 – 13:</b>	8
<b>Aged 14 – 15:</b>	20
<b>Aged 16 – 18:</b>	16

\*\*Note: Children were risked is recorded as “other” is made up of:

- Children whose risk assessment remained on-going at the time of collecting this data.
- Children who came to the attention of the Hub but normally reside in another LA area which will conduct the risk assessment.
- Children who have been assessed as being at no risk of CSE.



## Appendix 2

### Specific Activity to Address CSE issues in the Keighley Area

Update December 2015

The main report above gives details of action that is being taken across Bradford District to address issues around Child Sexual Exploitation and therefore these responses and actions cover the Keighley Area.

Below is a summary of actions, that the Council is aware of, which are specific to the Keighley Area. There may of course be other groups and activities happening which have not yet come to the attention of Bradford Council.

#### **1. Keighley Area Partnership**

This is an Area-wide partnership of officers from the Council, Police, Incommunities, Schools, the Voluntary Sector and other partner agencies who have a Keighley Constituency-wide remit. The group meets quarterly to discuss issues that affect the whole Area and which require a partnership response.

The Partnership has discussed CSE on several occasions and Paul Hill, BSCB Manager has presented information, along with a number of police officers and others involved in the District's CSE Hub. These discussions have furthered people's knowledge on this issue, facilitated better sharing of local information and helped co-ordinate agencies' responses.

The partnership works with the BSCB CSE Sub-Group to ensure that work is co-ordinated around the 9 Point Strategic Response between the District and Area levels.

#### **2. Community-based response group**

Penny Wangari-Jones, Equalities and Inclusion worker at KIVCA and Arwa Almari, West Yorkshire Racial Justice Network Coordinator with support from Amria Khatun of Bradford Council's Strategic Support (Stronger Communities) have set up an open group of community-based workers, organisations and residents to discuss and plan action that communities themselves can take to address the issues raised by CSE.

They have developed an Action Plan which includes a diverse range of work including: United Keighley, Conversation Café's, inter-faith meetings, schools work, work with woman and mothers, and youth work with young men.

#### **3. United Keighley**

This is a grassroots community-based campaign led by Rev Jonathan Pritchard, Keighley Town Chaplain, and a multi-faith advisory group. The campaign is aiming to get as many people as possible from all walks of life in Keighley to sign up to the following statement:

"Grooming children for sex is wrong: any sexual abuse of children is wrong. Whoever does it, whenever, wherever. It is morally, legally and spiritually wrong. It harms our children, it harms all of us. There is no place for it in Keighley or anywhere else. And we utterly condemn it.

We want to live in a town where all children are safe from sexual predators. We want our children to be safe from abuse. We want to be safe from abuse. We, the many different peoples of Keighley, commit ourselves to work together to make this happen."

The campaign is also asking organisations and businesses to display this banner on their building to show their support for the campaign:

# All our young people matter

We support the *United Keighley* statement, do you?



It is hoped that this will demonstrate the unity of the people of Keighley standing together to condemn any abuse of children and working together for a safer community for Keighley's children and young people.

## 4. Hand in Hand

The Hand in Hand Project is part of the Children's Society and works with and supports children and young people (boys and girls) involved in and/or vulnerable to sexual exploitation. It supports young people who are wishing to exit abusive and exploitation relationships/situations they find themselves involved/forced into. It also works preventatively with children and young people in a variety of settings across Keighley as well as offering training and information sessions to groups of professionals regarding child sexual exploitation across the Keighley Area and Bradford District.

Over the past year preventative work in Keighley by the Hand in Hand project was boosted by the BCSB to provide more skilled volunteers to deliver preventative work for young people and to train young people as peer mentors.

## 5. Women and Mothers

Keighley Association Women And Children's Centre (KAWACC) has been delivering CSE awareness sessions for women and young people. The workshops have been designed to provide knowledge to mothers about safeguarding children, CSE and other issues relating to young people. Mothers have been urged to familiarise themselves with the signs of CSE and to monitor their children's activities especially around social media. There has been intensive work carried out with young girls who live in the Lawkholme area raising awareness about CSE, personal safety, and social media. We have also provided support to perpetrators parents and immediate family members.

KAWACC has also been working with the United Keighley campaign and has encouraged women and young people to sign up to the statement. We have also been working closely with the community based-response group to share good practice and support them with the Action Plan.

## 6. Youth Service

Through its weekly youth work provision the Youth Service engages young people in activities that are designed to both empower them to take control of their own lives and make informed choices, as well as challenge their stereotypes and prejudices.

Informal education work with young people around issues such as CSE is framed in the context of both healthy relationships and personal safety. These are key themes in the delivery of youth work sessions in the Keighley Area and are programmed to take place all year round.



## **7. Awareness Raising Day**

On 6 October 2015 the CSE Hub held an awareness raising day outside the Airedale Shopping Centre in Keighley which involved a number of agencies including the Council, Police, Education, Health, Youth Service, voluntary agencies, Barnardos, Hand-in-Hand, and Blast colleagues.

The event provided an opportunity to raise awareness of CSE and to enable young people and members of the public to be educated on spotting the signs and to know how to report any concerns. Partner agencies handed out leaflets to young people and members of the public which promoted services and gave advice. The police media van was used at the event and this allowed for colleagues from the police cyber-safety team to undertake cyber/online education.

Jonathan Hayes  
Keighley Area Co-ordinator  
December 2015

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## Report of the Director of Public Health to the meeting of Keighley Area Committee to be held on 11<sup>th</sup> February 2016

**Y**

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**Subject: Public Health Function in Bradford Metropolitan District Council**

### Summary statement:

This summary provides an update to Keighley Area Committee about the work of the Public Health Department over the last twelve months.

**Dr Anita Parkin**  
**Director of Public Health**

**Portfolio: Adult Social Care and Health**

**Report Contact: Ralph Saunders**

**Head of Public Health**

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**Overview & Scrutiny Area: Health**



**City of Bradford**  
**Metropolitan District Council**



## 1. SUMMARY

- 1.1 This report provides an update for Keighley Area Committee about the authority's Public Health department and requests views and comments.

## 2. BACKGROUND

- 2.1 At the meeting of Keighley Area Committee on 27<sup>th</sup> February 2014 the Director of Public Health submitted a report about the work of the Public Health department. This report provides the third annual update with comparative statistics for the district and the Keighley constituency. As can be seen from the Index of Multiple Deprivation (IMD) in Appendix 1, geographical variations exist within the District and within the electoral wards of Keighley Area. Keighley Area has some of the lesser deprived wards in Bradford district. Of the 6 wards in Keighley, only Keighley Central and Keighley East are more deprived than the median ward in Bradford.

### 2.2 Health Improvement

#### 2.2.1. Public Health Services for Children

In Keighley as in all other areas, tackling inequalities is an essential part of the work of the Children and Maternity Team who work to improve health and wellbeing outcomes for children, young people as well as maternal health and infant mortality. Public Health Lead Officer for this area is Ruksana Sardar-Akram ([ruksana.sardar-akram@bradford.gov.uk](mailto:ruksana.sardar-akram@bradford.gov.uk)) and areas of work include:

#### **0-5 Service Review (Health Visiting and Family Nurse Partnership)**

Health visitors play a crucial role in ensuring children have the best possible start in life, and lead delivery of the 0-5 elements of the Healthy Child pathway which is a prevention and early intervention public health programme offered to all families. The Family Nurse Partnership complements the health visiting service and provides more intense support. The responsibility for commissioning services for 0-5s transferred from NHS England to the Local Authority on 1 October 2015, with BMDC becoming the responsible commissioner locally.

The Health Visiting contract is one of the largest funded contracts managed within Public Health and is currently delivered by Bradford District Care NHS Foundation Trust (BDCFT). The transfer of commissioning responsibilities to the Council provides an opportunity to review the Health Visiting Service with the overall aim of improving health and wellbeing outcomes for children and their families and providing a service based on local need.

#### **Oral Health Promotion**

Improving oral health in the under 5's has also been identified as one of the 18 priorities in the Health Inequalities Action Plan (HIAP) and therefore a key priority for the Health and Wellbeing Board. Whilst the oral health of children is improving overall in the district, when the oral health of 5 year olds in 2011/2012 was examined by ward, stark inequalities were demonstrated, and wards with significantly higher levels of disease than the average included Toller (dmft 4.40), Bradford Moor (dmft 4.00) and Little Horton (dmft 3.73). Keighley has lower levels of dental disease than the district average and compared across the five Areas of the district. Within Keighley Area, Keighley Central has higher dmft rates compared to the district average, although the remaining five wards have lower than average rates

Public health continues to commission oral health improvement within the district across 12 service descriptor areas and includes an intensive and proactive approach, investing in improving oral health initiatives such as the community fluoride varnish and fluoride toothpaste and tooth brushing programmes. It is important that these evidence based programmes continue in order to maintain these improvements and address inequalities which have demonstrated significant improvements in oral health in Bradford children in the last four years.

### **School nursing**

The public health department is in the final stages of a review of School Nursing and Special School Nursing. The aim is to consider how the current service model meets current and emerging need taking into consideration the changing demographic profile of children and young people within the Bradford District. This will identify opportunities to make improvements in prevention and early intervention in partnership with key stakeholders such as schools, primary care, Children's Social Care, voluntary and community groups and other organisations.

A Project Team has been identified to conduct the review and a review/project plan has been developed to identify the key tasks, stakeholders and methods of engagement. Stakeholders will include school nurses, children and young people, parents, schools, children's Services.

### **Accident Prevention**

There are several services commissioned to support the reduction of accidents, this includes the Injury Minimisation Programme delivered by BTHFT, Road safety programme as well as commissioning VCS organisations such as Keighley Worksafe Project targeted at priority schools.

### **Homestart**

This is a VCS organisation commissioned to deliver a targeted service for vulnerable women and children up to the age of 5. The project has now secured additional funding from Big Lottery to target the Keighley area.

## **2.2.2. Public Health Obesity Team:**

The Public Health Obesity Team work to prevent and treat obesity by commissioning programmes, training other organisations to provide weight management programmes for adults and children, and providing the exercise referral for the population.

Unlike the rest of Bradford district, Keighley has a low rates of Obesity compared to other areas in the Bradford district. Of the five constituency areas in the district, Keighley is placed in 4<sup>th</sup> positions with 8.3% of obese children in Reception Year.

The Health Improvement Team currently fund a variety of initiatives across Keighley constituency, aimed at addressing obesity and improving the health and wellbeing of residents within the ward. A number of initiatives have been commissioned from the following organisations during 2015-16 including:

- **Cook and Eat (Adults and Children)**  
The aim of the service is to provide evidenced based 6 week Cook & Eat Programmes to meet the need of the local population in a wide range of community venues across the district. The service is a self-referral scheme which will support participants in making healthy lifestyle changes with the aim of increasing the intake of fruit and

vegetables, providing knowledge and skills to enable them to prepare healthy meals. The sessions are currently delivered by the following VCS organisations in the Keighley area: Keighley Healthy Living Network, Bangladeshi Community Association, and the Sangat Centre.

- **Adult's Healthy Weight Programmes**  
The aim of the service is to provide an evidence based adults' weight management intervention (Healthy Weight Programme) to meet the need of the local population in a wide range of community venues across the district. The service will support participants in making healthy lifestyle changes with the aim of losing 5% body weight over 12 weeks. It is a self-referral scheme for adults 18 and over. The sessions are currently delivered by the following VCS organisations in the Keighley area: Keighley Healthy Living Network, Bangladeshi Community Association, and the Sangat Centre.
- **Children's Healthy Weight Programmes**  
The aim of the service is to provide an evidence based children's weight management intervention (BHealthy 2-4, BHealthy 5–11, BHealthy 12+) to meet the need of the local population in a wide range of community venues across the district. The service will support children and their families in making healthy lifestyle changes. Children and families can self-refer or be referred through a health professional eg a School Nurse. The sessions are currently delivered by a number of community providers.
- **Physical Activity (Adults)**  
The aim of the service is to provide an appropriate physical activity intervention to meet the needs of the local population in a wide range of community venues across the district. The service will support participants in making healthy lifestyle choices with the aim of achieving and sustaining the Government recommendations of 30 minutes per day of moderate intensity activity five times a week. Sessions range from seated exercise to football, from walking groups to swimming sessions. The sessions are currently delivered by the following VCS organisations in the Keighley area: Keighley Healthy Living Network, Bangladeshi Community Association, the JOIN Project and the Sangat Centre.
- **Physical Activity (Children)**  
The current Chief Medical Officers recommendations for physical activity for children is 60 minutes per day of moderate intensity 7 days a week. The aim of these variable sessions is to offer children the opportunity to exercise in a safe and fun environment. Sessions range from aerobics and dance to cricket, football and badminton. Other skills are incorporated into the session, including the importance of warming up and cooling down after exercise. The sessions offer exercise to the local community that is easily accessible and sustainable in the long term, with a view to improving social inclusion through exercise and building confidence and self-esteem. The sessions are currently delivered by the following VCS organisations in the Keighley area: Bangladeshi Community Association.
- **Health and Wellbeing**  
Wellbeing and Health services offer a range of activities which, whilst social in nature, are designed to be stimulating, therapeutic and appropriate to both the aims and aspirations of the service user group and the individual. For example this may include sessions like, Arts and Craft, be-friending and singing etc. Wellbeing health activities provide opportunities for people to stay physically and mentally active, to make new and retain friendships and social contacts, which will address social isolation. A wide range of fun- based recreational activities across the district have been funded to meet the needs of diverse communities and neighbourhoods. The sessions are currently delivered in the Keighley area by The JOIN Project.

- Food and Nutrition (ie Luncheon clubs/nutrition drop in sessions)  
Luncheon clubs' main aim is to provide a healthy balanced meal whilst providing evidence based nutritional messages. The luncheon club will help to improve quality of life, mental wellbeing and social isolation for those who need it. The aim of the nutrition service is to provide knowledge and understanding of the health benefits associated with eating a healthy, balanced diet. The service will provide evidence based messages tailored to the individual or group. The sessions are currently delivered by the following VCS organisations in the Keighley area: The JOIN Project.
- Food Growing and Food Co-ops  
The aim of food growing sessions is to help and teach participants to grow their own foods in a friendly atmosphere. They will provide information and promote the skills and knowledge required for food growing. The sessions help to improve mental wellbeing and quality of life and relieve social isolation. An added benefit is to improve physical health and fitness. The Food Co-op provides fresh fruit and vegetables at an affordable price to the local community. Food Co-ops can help to relieve social isolation and improve mental wellbeing by providing a sociable place to shop. The sessions are currently delivered in the Keighley area by Bradford Community Environment Project (at Airedale Hospital Adults Mental Health Unit).

### 2.2.3. Stop Smoking Service:

This team has a key role in reducing the prevalence of smoking across the Bradford district. Lead Officer: Joanne Nykol [Joanne.nykol@bradford.gov.uk](mailto:Joanne.nykol@bradford.gov.uk)

#### **Tobacco control and Stop Smoking Services**

Breathe 2025 is the overarching campaign for work and aspirations to eliminate tobacco-related harms and health inequalities across the Yorkshire and Humber region. The vision is to see the next generation of children born and raised in a place free from tobacco, where smoking is unusual (For more information visit [www.breathe2025.org.uk](http://www.breathe2025.org.uk))

To support and drive this vision all Children's Centres in Keighley have been provided with training and resources to raise awareness of the danger to children's health caused by second hand smoke (SHS) exposure. Children's Centres have identified a smoke free champion to sustain the work and messages in each centre.

To reduce exposure to smoke amongst unborn babies and protect the health of mothers to be the stop smoking team work with midwives and the hospital to ensure pregnant women who smoke get the best support to quit.

The trade in cheap, illegal tobacco with cigarettes sold at half or even a third of the price makes it easier for children to smoke and brings crime into local communities. To create economies of scale and ensure a consistent approach Public Health in partnership with the other West Yorkshire local authorities have commissioned trading standards to address the trade in illegal tobacco.

Support to quit is available at a range of times and venues across the Keighley area including GP practices and Pharmacies. For further information on the support available contact the stop smoking service on 01274 437700.

Work is carried out amongst the South Asian community, community leaders and practitioners in the Keighley area to raise awareness of the harm caused by the use of

traditional South Asian varieties of smokeless tobacco e.g. paan, ghutka and niswar with support to quit available.

#### 2.2.4. **Sex and Relationships Education team:**

The Sex and Relationships Team provide sexual health education, information and support to professionals supporting and educating young people and parents. Lead Officer Nicola Corrigan [Nicola.corrigan@bradford.gov.uk](mailto:Nicola.corrigan@bradford.gov.uk)

The team deliver the Ur Choice Relationships and Sex Education programme and a community-based educational programme called Speakeasy. Ur Choice has been developed locally by health professionals, in consultation with young people. The programme comprises three lessons in year 9 and year 10 which are co-delivered by a teacher and a health professional. As well as providing co-ordination and resources, the Ur Choice team deliver training to health staff, school staff and year 12 pupils. This service is free to schools and is designed to meet present and future requirements for delivering Relationships and Sex Education. Speakeasy is available for parents in the Keighley area who may wish to improve their confidence, knowledge and skills in talking to their children about relationships and sexual health. The overarching aim of the Speakeasy course is to support and encourage parents to communicate with their children about sex, sexual health and relationships. Currently neither of these programmes is running in Keighley schools or Children's Centres. Staff are trying to rectify this but support to engage schools is welcomed

Both programmes have been adapted for use with professionals working with and parents of children and young people with additional needs- autism and mild to moderate learning disabilities. The team are waiting for dates from Phoenix School for delivery of this programme in early 2016

The Sexual and Reproductive health service was retendered in 2015 with Locala Community Partnerships a social enterprise being the successful bidder. From August 1<sup>st</sup> 2015 the CASH clinic provided in Keighley Health Centre was relocated to Farfield group practice and provided by Locala.

Free Emergency Contraception is provided by some pharmacists to under 25s at the following locations:

- Keighley Health Centre Pharmacy
- Boots Keighley
- Menston Pharmacy Ilkley
- Cohens Chemist Burley in Wharfedale
- Boots Ilkley

Keighley Healthy Living has been commissioned to provide a sexual health drop in at Keighley College.

#### 2.2.5. **Drug and alcohol misuse:**

This team works to reduce the harm that drugs and alcohol cause across the District in order to enable individuals to move into recovery from alcohol or drug misuse. Lead Officer Colin Stansbie [colin.stansbie@bradford.gov.uk](mailto:colin.stansbie@bradford.gov.uk)

The Bradford Substance Misuse Recovery System consists of services situated across the district in order to provide good geographic access into treatment. For substance misuse, current access to treatment recovery system is through one of two 'Fresh Start'



recovery assessment hubs, based at The Bridge Project in Bradford and Project 6 in Keighley. These offer an opportunity to engage in a package of evidence based treatment. This will focus on using psychosocial interventions combined with clinical treatment to enable those wishing to stop using illicit drugs the support they require to move towards recovery.

Throughout the district there is a network of pharmacies providing needle exchange schemes and the supervision of substitute medication such as methadone.

There are also services available for those that may benefit from additional support at the point of stopping their illicit drug use. These recovery services offer help and support in areas such as getting back into work or education, whilst continuing to provide a level of support to reduce the risk of relapse.

Young people with substance misuse problems can access appropriate services through both Project 6 in Keighley and Bridge in Bradford. Services are established to provide advice and support in relation to emerging drug trends such as Novel Psychoactive Substances (so called "legal highs").

In addition to working with those who have problems with illicit drugs' services work in collaboration with GP's to target patients who are long time users of benzodiazepines. These are not illicit substance misusers but people who have become dependent on benzodiazepines through GP prescribing. More recently this also includes working with those who have developed a problem with medicines that are available over the counter, such as painkillers.

Criminal Justice Interventions for Substance Misuse offenders are co-ordinated through a District wide Hub currently located in Shipley. The services located there include Police, Probation and VCS who work with offenders at various stages of the criminal justice process who have drugs and alcohol issues. The services work closely with all the treatment providers across the district ensuring that they engage and are retained within the system allowing for treatment services to deliver interventions which allows individuals to achieve abstinence and recovery.

Services provide assessment and interventions to offenders with substance misuse problems through drug testing in police custody. Offenders are intensively case managed and access appropriate treatment in Keighley through the Fresh Start recovery Hub. The service also engages with offenders serving a custodial sentence and links in with local services upon release to ensure their recovery journey continues and reoffending is reduced.

Alcohol misuse has a significant negative impact upon individuals, their families and the community. Specialist Alcohol Workers (ASWs) work within GP practices across the district, including Keighley, to provide a service to anyone who is identified by their GP as requiring additional help due to concerns about their alcohol use. The ASWs provide information and advice on safer alcohol use and are able to directly help people cut down on their drinking to within the recommended guidelines or refer those people who require more specialist help. They currently work from Ling House Medical Centre, Holycroft Surgery, Farfield Group Practice and Kilmeny Group Practice.

Offenders who are arrested and have alcohol related issues are provided with brief interventions in Police Custody and for specialist alcohol treatment are referred to Project 6 if a Keighley resident.

The Bradford Substance Misuse Recovery System has undergone a full review during

2015 due to the changing landscape of drug and alcohol use and the need to improve outcomes.

In October 2015 the Council Executive approved the recommendation for a Joint Commissioning Group to be established and for the substance misuse recovery system to be re-commissioned. The group consists of representation from Public Health and the three Clinical Commissioning Groups.

A new model is being designed and consulted upon. It is anticipated that the new contract will be awarded in October 2016 with a Contract start date of October 2017.

## 2.2.6. Wider determinants of health

Lead Officer Sarah Possingham. [Sarah.possingham@bradford.gov.uk](mailto:Sarah.possingham@bradford.gov.uk).

People's circumstances such as poverty, housing, unemployment and debt have a huge impact on the mental health and well-being of individuals, households and communities. Public Health recognises that there are a range of the wider determinants which impact on health and is working with partners across Bradford to challenge these.

Wider determinants may be;

- Housing- are the homes people occupy appropriate; are they adequately heated; do they have enough living space and facilities; is there reasonable access to local amenities; shops, doctors, dentists and schools
- Education- is there access to a range of education facilities; schools, higher education, libraries
- The Built Environment-where people live; access to green spaces; recreational facilities; community activities and centres
- Air quality-clean air-is there access to healthy public transport systems; cycling and walking routes
- Affordable food-can people access good quality nutritional food; crisis food facilities if needed; fresh fruit and vegetables
- Well-being-are people economically active; freedom from debt and money concerns; access to advice and other support services; affordable warmth

Service investment

- Welfare advice:  
Public Health and Adult and Community services continue investment in the welfare advice sector. This includes a range of welfare advice services offered from multiple community access points; town centres and outreach venues. Advice offered includes; debt, immigration, specialist housing and tribunal representational work as well as welfare benefits and managing the impacts of welfare reforms.

Four different providers are currently funded to provide 32 outreach sessions and a continuing daily presence in Keighley these are;

CAB Keighley (Keighley CAB)  
Bangladeshi Community Association (BCA)  
Keyhouse Project (KHP)  
Bradford Law Centre (BLC)

In 2015 a review of welfare advice needs was launched with the intention of running a commissioning programme to appoint future providers. The review found that welfare and debt advice is valued and continues to be needed across the district and as such a commissioning programme has now been launched to

identify future provider/s. It is expected that this will be completed with new services in place from late 2016 onwards.

- **Winter Warmth programme:**  
The Warm Homes Healthy People (WHHP) programme has started for another year. This offers targeted services across Bradford district for householders who are vulnerable to cold weather from December through to the end of March. It continues to have a mixture of services from practical support (warm clothes, duvets, food parcels etc), through to healthy lifestyle work; good food road show's and cook and eat sessions etc. This year there is an increased emphasis on locality work and we will engage with community projects to support the provision such as the creation of a tool library with snow clearing and gardening equipment to borrow; as hosts for cook and eat and big lunches sessions and any other activities which can be offered closer to local communities.
- **Fuel Poverty:**  
Access to affordable warmth continues to be issue across our district. There are a range of factors which contribute to this; the age and design of our housing stock; household income levels; gas and electric suppliers and the age and design of household equipment, boilers and such like. As part of tackling this Public Health has funded a Warm Homes officer who is co-ordinating and supporting a range of activities aimed at mitigating fuel poverty. There is a lot of different services offered in relation to fuel poverty, some through WHHP and others through routes such as the charitable arm of fuel suppliers; warm homes bonus and direct practical support to 'top up' prepayment meters etc and advice aimed at fuel debt situations
- **Air Quality**  
Air quality is a key determinant of health and poor air quality is estimated to account for 5-6% mortality in the district. Work has recently been undertaken by all five of the West Yorkshire local authorities to develop a regional strategy which aims to improve air quality at both a regional and local level. Additional workstreams have arisen from this, including the West Yorkshire Air Quality and Health project. This is a collaborative research project being led by Public Health in Bradford, and is cross-district, cross-sector, and cross-departmental. The project aims to address ambient air pollution in the region by developing strategies to reduce emissions using behaviour change methodologies. It is expected that the project will contribute to the developing the evidence base for potential interventions.
- **Affordable Food:**  
The use of food banks and hot food providers has seen a rise in the recent years, across the district as a whole. There are venues whereby hot food is available, each day of the week and this is no different in Keighley. In a response to the evident rise in search for affordable food, the Keighley Food Poverty network has formed to discuss such issues and sought problems to the variety of issues attached to the affordable food agenda such as, mapping hot food providers or data gathering.  
To ensure the Keighley community have access to fresh fruit and vegetable the storehouse bus delivers such produce to communities in need at a heavily subsidised price and also Fareshare are extending a delivery to the Keighley based food providers too.
- **Health and Wellbeing**  
The Bradford and Airedale Health and Wellbeing Board is the strategic lead for system change in the local health and care system – providing direction to local

efforts to reduce duplication and integrate services. Board members include senior council officers and councillors and the Chief Officers and Clinical Lead Officers of the Clinical Commissioning Groups (CCGs) including Airedale, Wharfedale and Craven CCG. The Board held themed sessions during 2015-16 on Child Health and Wellbeing, Joint approaches to Safeguarding, and Working Better Together with remaining sessions focused on the Social Determinants of Health (3<sup>rd</sup> February) and Employment and health and wellbeing (6<sup>th</sup> April).

## 2.3 Health Protection

Health protection is the branch of public health that seeks to protect the public from being exposed to hazards which damage their health; and to limit any impact on health when such exposures cannot be avoided.

The City of Bradford Metropolitan District Council (CBMDC) has a statutory duty to take steps to protect the health of the people of Bradford district. This includes developing and promoting the preparation of health protection arrangements within the local health economy, and seeking assurance that such arrangements are in place and fit for purpose. CBMDC Public Health undertakes this role by working with partners from across the health economy (including Public Health England, NHS England, CCGs, NHS hospital trusts).

### 2.3.1 Tuberculosis

Tuberculosis (TB) is a preventable infectious disease that can lead to significant morbidity and mortality if left untreated. TB remains a major Public Health challenge for Bradford and Airedale.

The rate of TB is high in Bradford when compared with most other areas in England, although recent data suggests a decline, both nationally and locally. Recent analysis of the 2014 data shows that Bradford had 96 cases of TB notified to the national Enhanced Surveillance System (ETS) in 2014. This gives the TB rate for Bradford and Airedale in 2014 of just over 18 per 100,000. This is a decline from 2013 (29.45 per 100,000) and the lowest number of cases reported in recent years.

Although Bradford has seen a decrease in case numbers and incidence, it is too early to tell whether this is the beginning of a downward trend; therefore this offers an opportunity to ensure that this decline is sustained. TB has been identified as one of the six priorities in the Bradford Health Inequalities Action Plan and the Council continues to lead the Bradford TB Network. There are a number of factors which may have influenced this decline, including national policy implemented in 2014 requiring individuals applying for a long term (>6 months) UK visa from high incidence TB countries to undergo pre-entry screening, and treatment where appropriate, for active pulmonary TB before travelling to the UK. Local action has centered on:

- Promptly recognising and treating cases
- Improving contact tracing and treatment outcomes
- Identification of service gaps through cohort review
- BCG vaccination of children at greater risk of contracting TB
- Latent TB Infection (LTBI) screening

### 2.3.2 Air Quality

Air quality within Bradford district, along with the West Yorkshire region, is known to be the third worst in the country. There is a strong correlation between air pollution and mortality, with 222 attributable deaths annually linked to particulate air pollution across Bradford district. The CBMDC has identified air quality as a key area in relation to public health. A recent health impact assessment has been concluded which clearly identifies air quality as having a major impact in the most deprived areas. There is therefore a continued need to

focus resources on addressing atmospheric pollution at a local level. CBMDC is driving forward this agenda through development of a Low Emission Strategy and a Low Emission Zone feasibility study.

The Council monitors real-time air pollution at a number of sites across the district, including Town Hall Square in Keighley. The equipment monitors for sulphur dioxide (SO<sub>2</sub>), oxides of nitrogen (NO<sub>x</sub>) and particulate matter (PM<sub>10</sub>). The most recent published measurements were taken on 23rd Nov 2015 (readings below). All measured pollutants determined as 'low' (Effects are unlikely to be noticed, even by people who know they are sensitive to air pollutants).

NB) DEFRA divided levels of air pollution into 4 bands that categorise their health impacts. The bands are: low, moderate, high and very high. Healthy people do not normally notice any effects from air pollution, except when air pollution is 'very high'.

Pollutant	Reading	Band
Nitrogen Dioxide	33.0 ppb	Low
PM10 Particles	27.6 µg/m <sup>3</sup>	Low
Sulphur Dioxide	2.8 ppb	Low

The Air Quality research project delivered in partnership with Environmental Health, Public Health and the Born in Bradford team is now in its second year. This West Yorkshire wide project is also planning to work alongside the Better Start Bradford programme to examine and develop the impact of the 'built environment' on our wider community's health and wellbeing. To aid this a health impact assessment is being completed in relation to the 'Core Strategy' which will guide planning and building developments into the future.

### 2.3.3 Seasonal flu vaccination

Over the past 12 months, uptake of the seasonal flu vaccine has varied within target groups and across CCG areas. Although in some cases seasonal flu vaccination uptake is meeting targets and exceeds regional or national uptake levels, there is a need to strive for improved performance with regard to influenza vaccination uptake across all cohorts.

Work continues across the health economy with a view to supporting improved flu vaccine uptake. NHS England leads on this agenda and continues to work with GP practices with a view to improving uptake going forward. For the 2015-16 flu season NHS England has again commissioned local pharmacies to deliver the influenza vaccination, with a focus on improving uptake amongst the 'at risk' population. CBMDC are also funding flu vaccination (through a flu voucher pharmacy scheme) for frontline health and social care workers.

## 2.4 Health Service Improvement

The public health team work with the rest of the health and social care in both CBMDC and the three CCGs ensuring high quality and value for money services: The team uses published research and national guidance to develop effective and value for money services. We aim to ensure health and social care services are commissioned according to the needs of the Bradford district population.

With our partners we plan and commission services according to need. Analysing public health information and data: We use analysis of information and data for the commissioning and evaluation of services.

## 3. OTHER CONSIDERATIONS

3.1 None.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

##### **4.1 FINANCIAL**

4.1.1 There are no significant financial implications for Bradford Council arising from this report. Currently the authority is consulting on the budget for 2016/17.

##### **4.2 STAFFING**

4.2.1 There are no significant staffing implications for Bradford Council arising from this report.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

5.1 There are no significant risks arising out of the proposed recommendations in this report.

#### **6. LEGAL APPRAISAL**

6.1 This work relates directly to the Local Government Act 2000, the Health and Social Care Act 2012 and to the Duty of well-being placed upon the Council to promote and improve the well-being of the District and protect the health of the local population.

#### **7. OTHER IMPLICATIONS**

##### **7.1 EQUALITY & DIVERSITY**

7.1.1 The Equality Act 2010 sets out the new public sector Equality Duty replacing the three previous duties for race, disability and gender. In engaging with our stakeholders, the Public Health Department does have regard to our Equality and Diversity Policy.

7.1.2 We will consider our duties under the Act when designing, delivering and reviewing our business priorities – in business planning, commissioning and decommissioning services.

7.1.3 We will communicate and engage in ways that are accessible to people in our community, ensuring that people who do not have a voice, or may not have equal access to information or opportunities to engage, are not disadvantaged.

##### **7.2 SUSTAINABILITY IMPLICATIONS**

7.2.1 None.

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

7.3.1 None.

##### **7.4 COMMUNITY SAFETY IMPLICATIONS**

7.4.1 Community safety issues are acknowledged as a key contributor to the quality of health in neighbourhoods. It is anticipated that improvements to health will have a

positive impact on community safety issues across Keighley. The Public Health Department is an active contributor to a number of council and multi sector programmes directly relevant to the Community Safety agenda.

## **7.5 HUMAN RIGHTS ACT**

7.5.1 No direct implications arising from the Human Rights Act.

## **7.6 TRADE UNION**

7.6.1 No direct Trade Union implications arise from this report.

## **7.7 WARD IMPLICATIONS AND WARD PLANS**

7.7.1 The Public Health Department will support a more tailored approach to Service delivery in Wards across Bradford; this will include supporting the development of action plans to enable and support Neighbourhood Hubs with the delivery of key milestones as identified in the Districts Health Inequalities Action Plan and various other Strategic policies and priorities. Health is also a key priority in all six Keighley wards.

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

8.1 None.

## **9. OPTIONS**

9.1 That Keighley Area Committee considers the issues raised in this report and raises any specific issues it would wish to explore in more detail.

## **10. RECOMMENDATION**

10.1 It is recommended that the report be welcomed and that the views and comments of the Keighley Area Committee are requested.

## **11. APPENDICES**

11.1 Appendix 1: Index of Multiple Deprivation 2010: summary scores for 2010 electoral wards

11.2 Appendix 2: Health Statistics for the Keighley Area



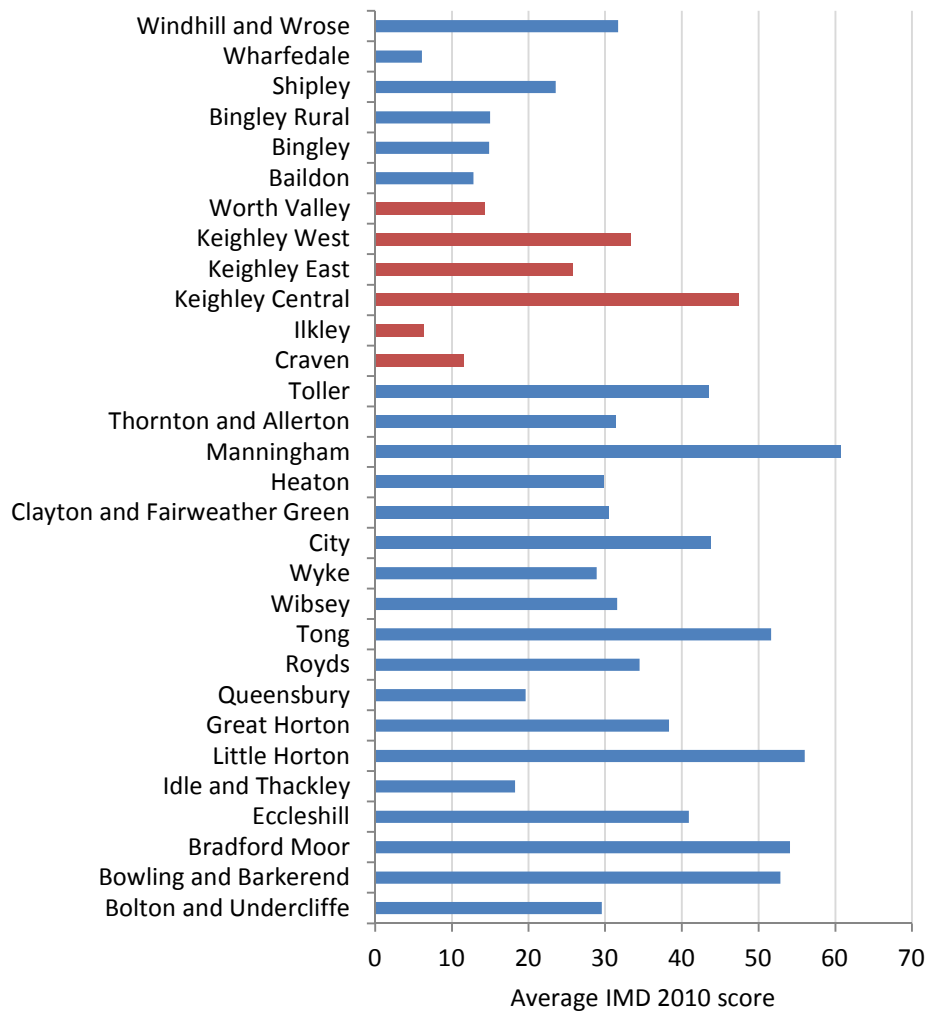


## Appendix 1

### Index of Multiple Deprivation 2010: summary scores for 2010 electoral wards

2010 Electoral Ward	Area	Average IMD 2010 score	Rank
Bolton and Undercliffe	Bradford East	29.57	13
Bowling and Barkerend	Bradford East	52.85	27
Bradford Moor	Bradford East	54.10	28
Eccleshill	Bradford East	40.92	22
Idle and Thackley	Bradford East	18.24	8
Little Horton	Bradford East	56.01	29
Great Horton	Bradford South	38.32	21
Queensbury	Bradford South	19.63	9
Royds	Bradford South	34.49	20
Tong	Bradford South	51.63	26
Wibsey	Bradford South	31.59	17
Wyke	Bradford South	28.88	12
City	Bradford West	43.72	24
Clayton and Fairweather Green	Bradford West	30.50	15
Heaton	Bradford West	29.79	14
Manningham	Bradford West	60.62	30
Thornton and Allerton	Bradford West	31.33	16
Toller	Bradford West	43.56	23
Craven	Keighley	11.54	3
Ilkley	Keighley	6.34	2
Keighley Central	Keighley	47.43	25
Keighley East	Keighley	25.80	11
Keighley West	Keighley	33.37	19
Worth Valley	Keighley	14.24	5
Baildon	Shipley	12.81	4
Bingley	Shipley	14.85	6
Bingley Rural	Shipley	14.98	7
Shipley	Shipley	23.55	10
Wharfedale	Shipley	6.09	1
Windhill and Wrose	Shipley	31.69	18

**Index of Multiple Deprivation 2010: summary scores for 2010 electoral wards**



## **Appendix - Health Statistics for the Keighley Area**

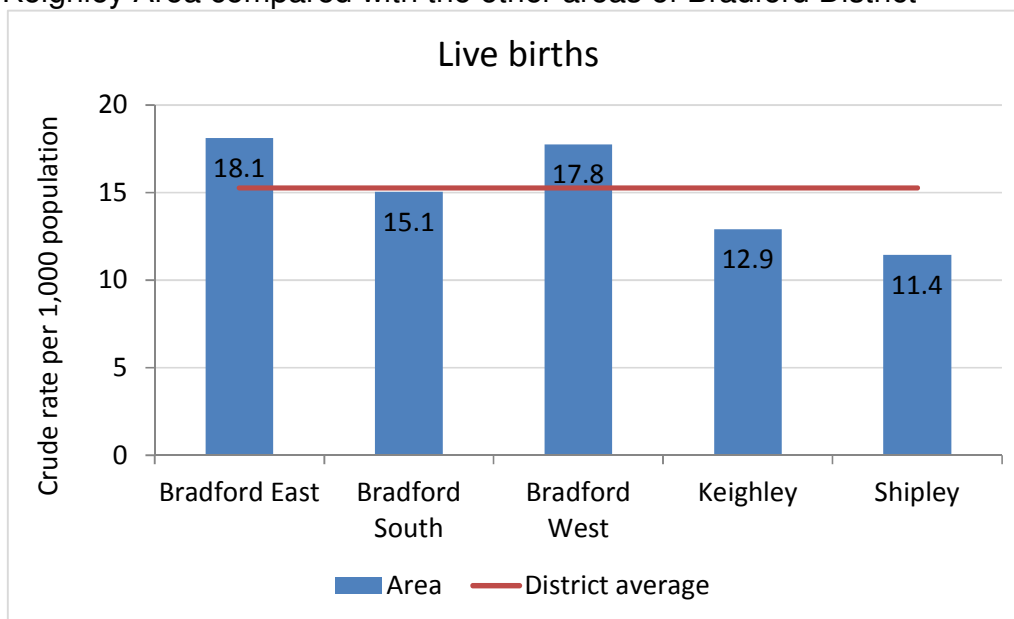
The following pages include a collection of indicators which help describe the nature of Public Health in the Keighley Area, and the challenges it faces. Broadly speaking, the indicators show that *at an Area level*, Keighley is neither the most- nor the least-challenged area in Bradford. In each case, however, it can be seen that there is a marked variation between the six electoral wards within the Keighley area.

The analysis has been prepared by the Public Health Analysis Team at City of Bradford Metropolitan District Council. The indicators have been presented in a very stark and simple way, with no detailed analysis of the definitions behind the data, nor the likely causes or effects of the situation described by the data.

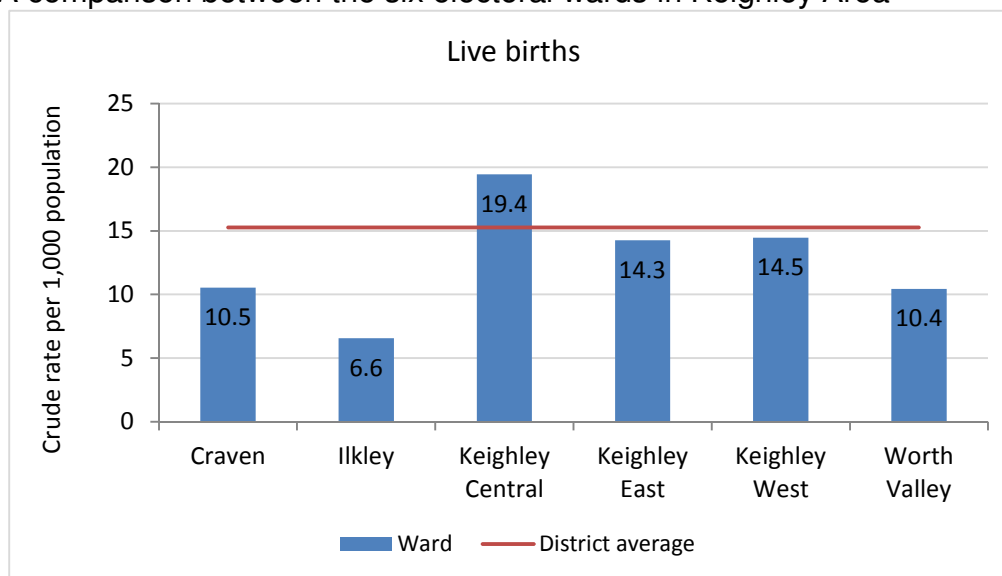
If you have any queries about the data, or would like to discuss whether a more detailed analysis may be possible, please contact [jonathan.stansbie@bradford.gov.uk](mailto:jonathan.stansbie@bradford.gov.uk)

### a) Live Birth Rate, 2013

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area

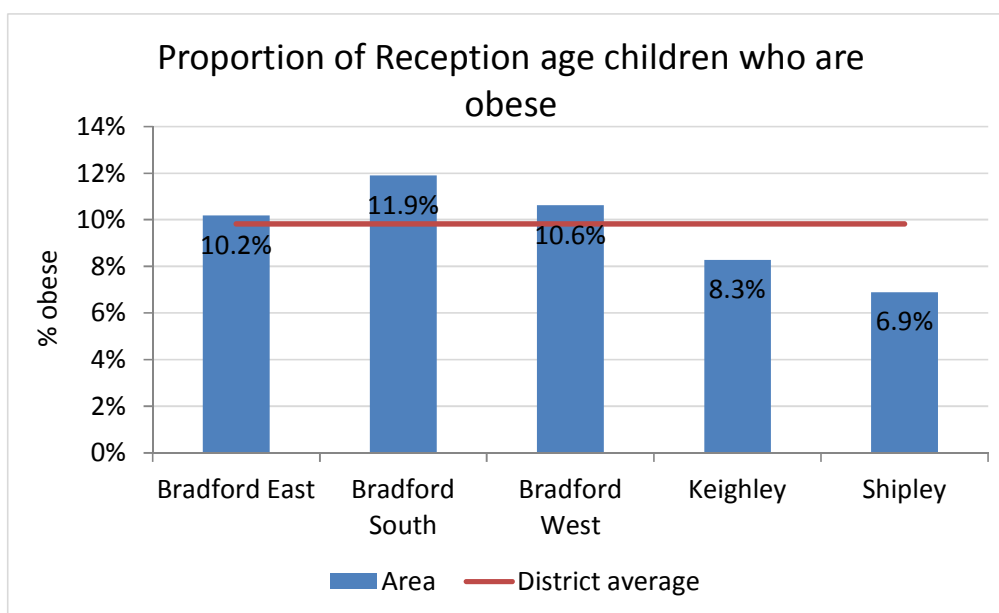


Source: Bradford Public Health Analysis

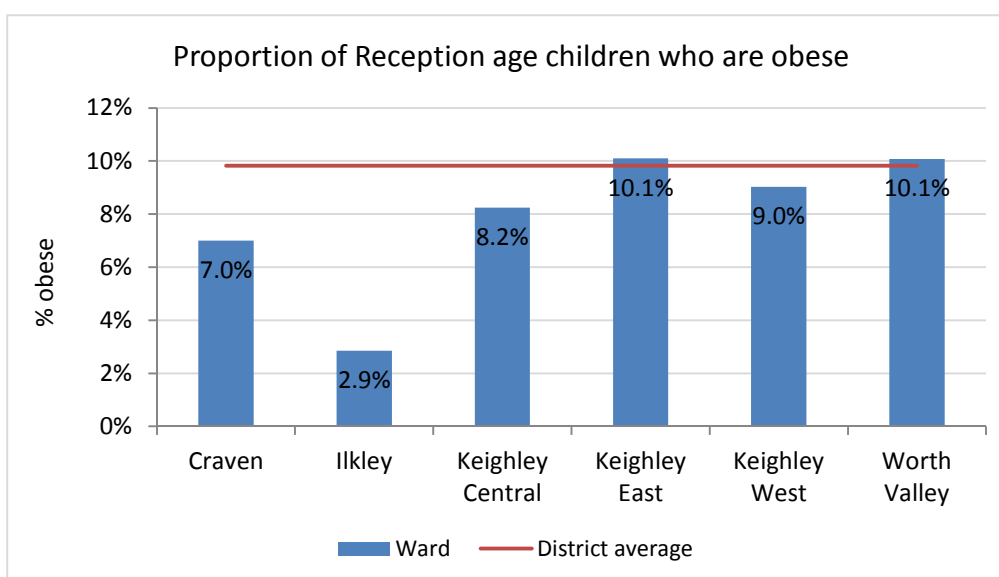
Keighley Area has the fourth highest live birth rate of the five areas in Bradford District. Birth rates vary across Keighley Area, with Ilkley having the lowest birth rate of all 30 wards in Bradford District and Keighley Central having one of the higher birth rates within the district.

## b) Child Obesity Prevalence: Reception Year, 2013/14

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area

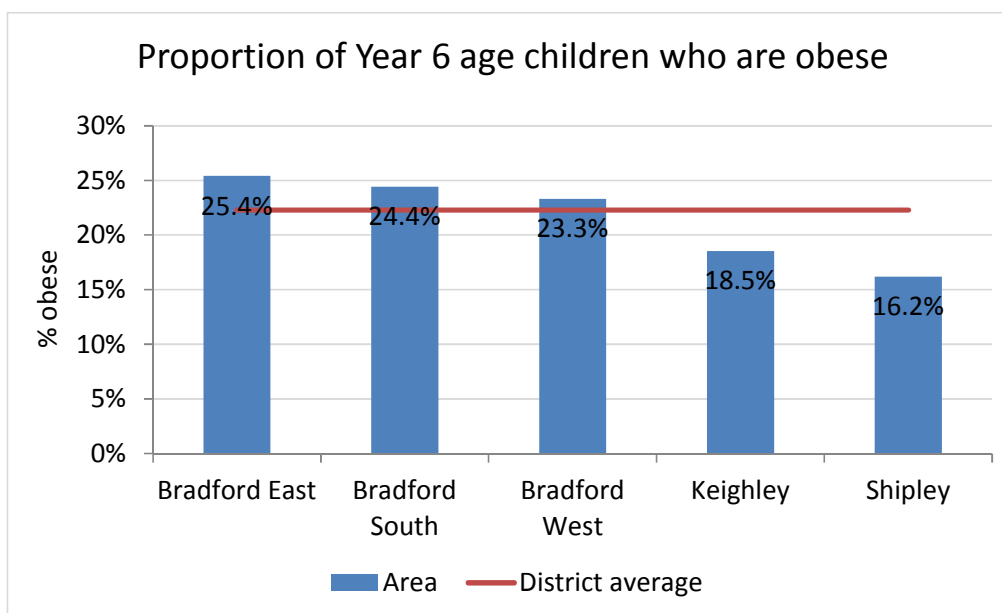


Source: National Child Measurement Programme

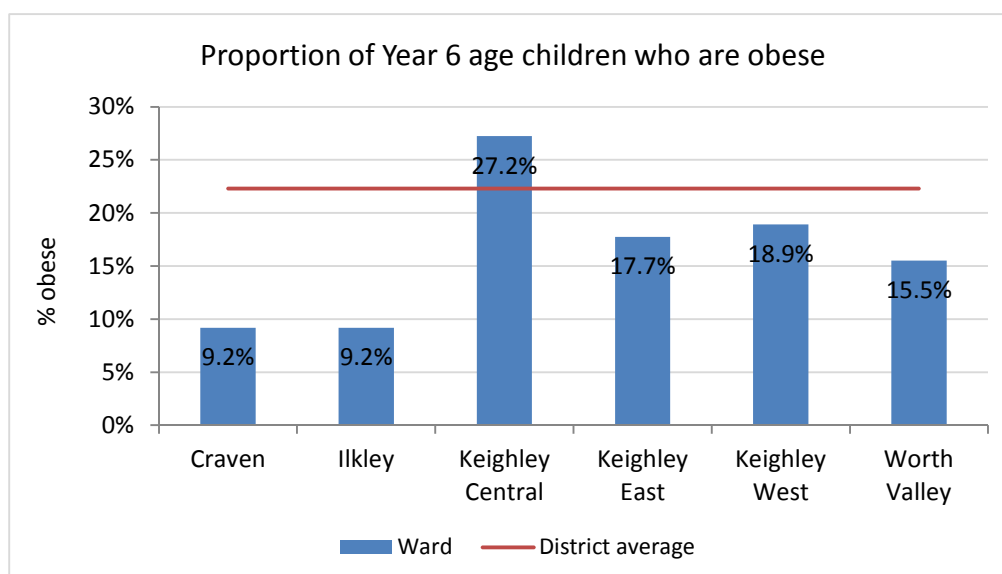
Keighley Area has the fourth highest percentage of obese children in Reception Year of the five areas in Bradford District. At ward level though, prevalence of obesity in Reception Year varies across Keighley Area, with above average prevalence of obesity seen in Worth Valley and Keighley East and low prevalence seen in Ilkley and Craven. In the charts that follow, a slightly different picture has emerged by Year 6.

### c) Child Obesity Prevalence: Year 6, 2013/14

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area

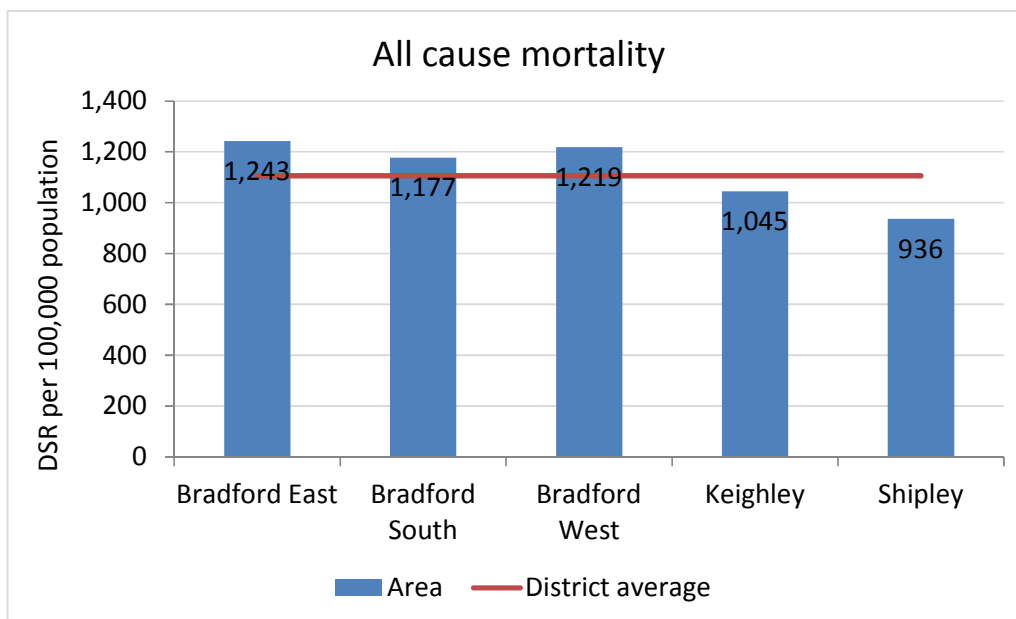


Source: National Child Measurement Programme

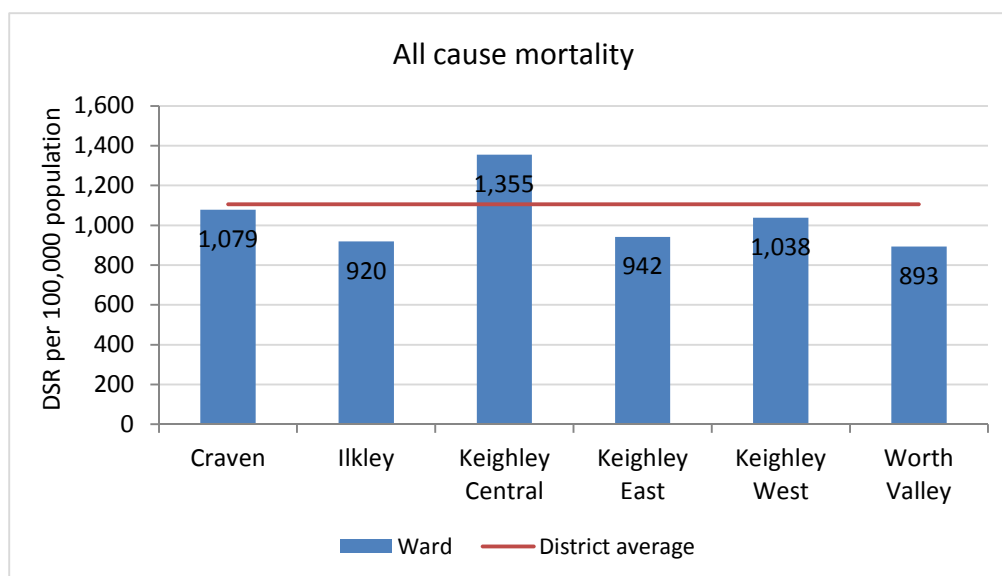
Obesity in Year 6 is higher than in reception year and Keighley has the fourth highest prevalence of the five areas in the district. Within Keighley Area, Keighley Central has the fifth highest prevalence of the 30 wards in Bradford.

### d) All Age All Cause Mortality, 2011-2013

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area

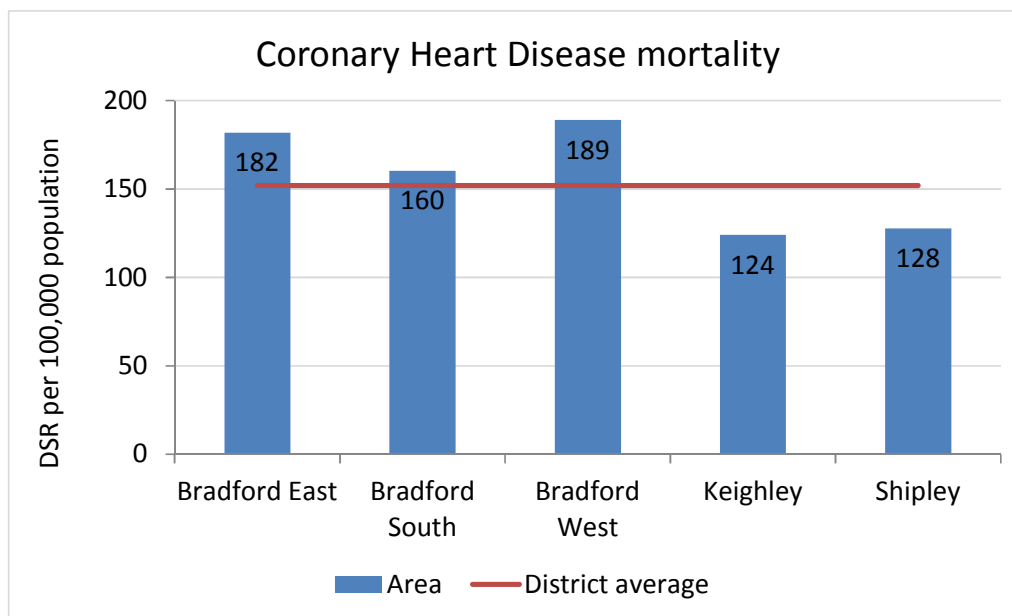


Source: Bradford Public Health Analysis

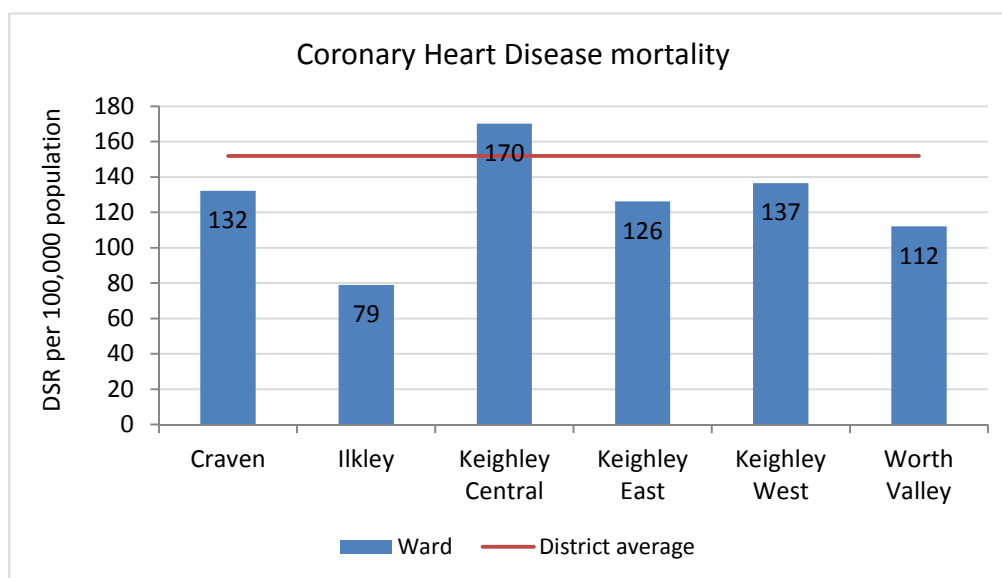
Keighley Area has the fourth highest age-standardised All Age All Cause Mortality (AAACM) rate of the five areas in Bradford District. AAACM rates vary within Keighley Area from Keighley Central which has one of the highest rates in the district to Ilkley which has one of the lowest rates in the district.

### e) Mortality from Coronary Heart Disease (CHD), 2011-2013

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area



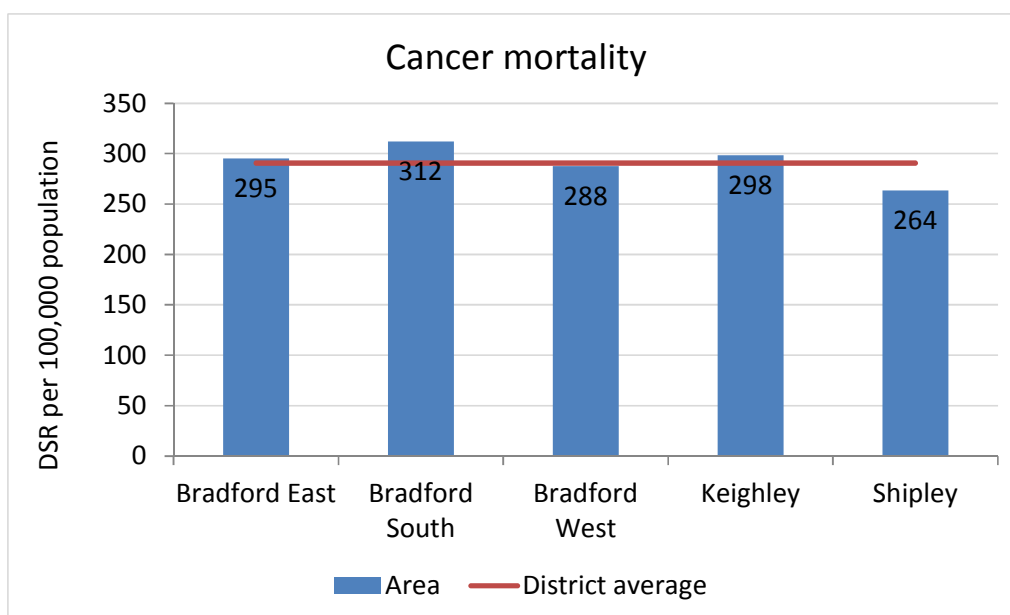
Source: Bradford Public Health Analysis

Keighley has the lowest age-standardised Coronary Heart Disease (CHD) mortality rate of the five areas in Bradford District. All wards within Keighley Area, apart from Keighley Central, are within the 10 lowest CHD mortality rates within Bradford District.

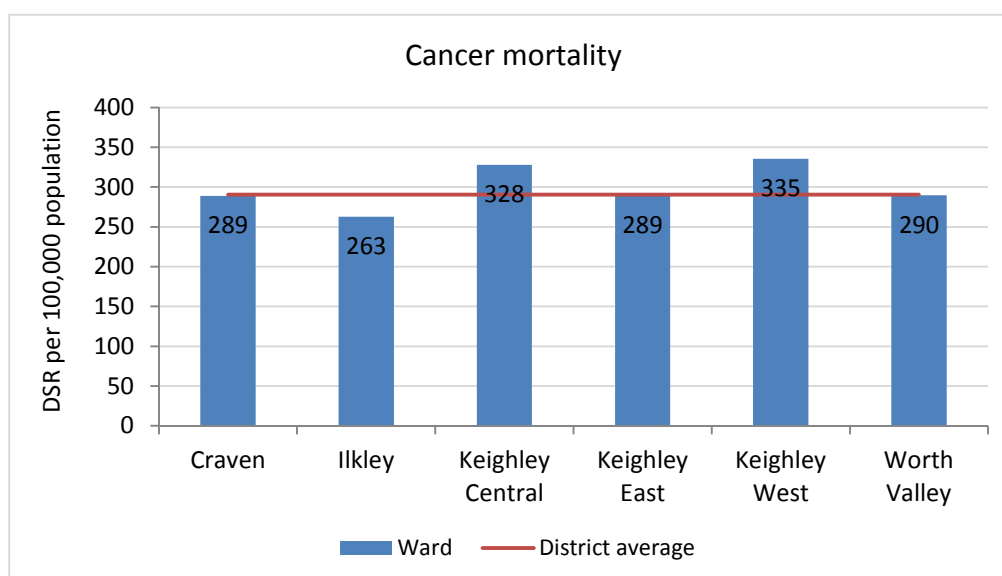


## f) Mortality from Cancer, 2011-2013

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area

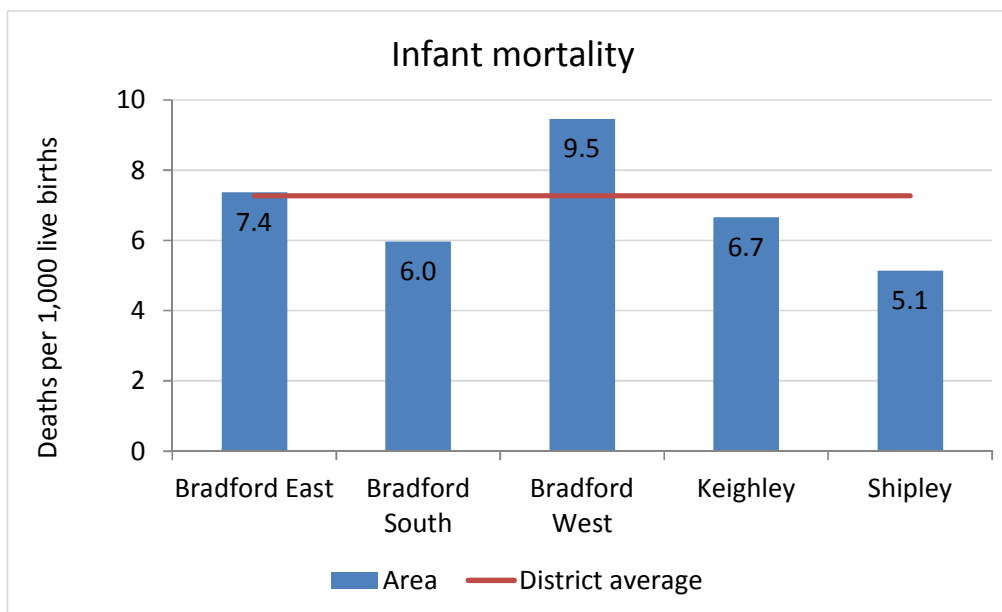


Source: Bradford Public Health Analysis

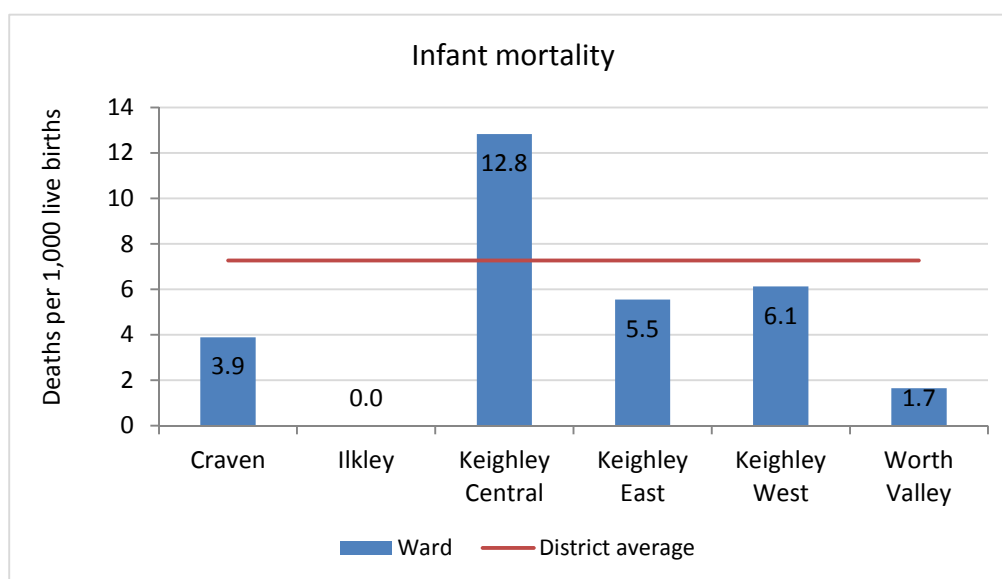
Keighley Area has the second highest age-standardised cancer mortality rate of the five areas in Bradford District, with Keighley West and Keighley Central having the third and fifth highest mortality rate for cancer of all 30 wards within Bradford District respectively.

### g) Infant mortality, 2006-2013

Keighley Area compared with the other areas of Bradford District



A comparison between the six electoral wards in Keighley Area



Source: Bradford Public Health Analysis

Keighley Area has the third highest infant mortality rate within Bradford District. At a ward level there are large differences in infant mortality rates, with Keighley Central having the second highest infant mortality rate of all 30 wards in Bradford District and Ilkley having the lowest infant mortality rate of all 30 wards within the district.

## **Report of the Strategic Director – Environment and Sport to the meeting of Keighley Area Committee to be held on 11 February 2016**

**Z**

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### **Subject:**

**Airedale, Wharfedale and Craven Clinical Commissioning Group**

### **Summary statement:**

**This report informs Keighley Area Committee about the objectives, performance and plans of the Airedale, Wharfedale and Craven Clinical Commissioning Group and requests views and comments.**

Steve Hartley  
Strategic Director  
Environment & Sport  
Report Contact: Jonathan Hayes,  
Keighley Area Co-ordinator  
Phone: (01535) 618008  
E-mail: [jonathan.hayes@bradford.gov.uk](mailto:jonathan.hayes@bradford.gov.uk)

### **Portfolio:**

**Health and Social Care  
Overview & Scrutiny Area:**

**Health and Social Care**



## **1. SUMMARY**

- 1.1 This report informs Keighley Area Committee about the objectives, performance and plans of the Airedale, Wharfedale and Craven Clinical Commissioning Group and requests views and comments.

## **2. BACKGROUND**

- 2.1 In line with the Health and Social Care Act 2012, groups of GP practices based in Bradford Districts, Bradford City and Airedale, Wharfedale and Craven formed clinical commissioning groups (CCGs) and, from April 2013, they became responsible for planning, designing and buying health services for local people.
- 2.2 Appendix 1 outlines the Airedale, Wharfedale and Craven Clinical Commissioning Group's annual update to Keighley Area Committee.

## **3. OTHER CONSIDERATIONS**

- 3.1 No other considerations.

## **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 There are no significant financial implications for Bradford Council arising from this report.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 There are no significant risks arising out of the proposed recommendations in this report.

## **6. LEGAL APPRAISAL**

- 6.1 This work relates directly to the Local Government Act 2000 and to the Duty of Well-being placed upon the Council to promote and improve the well-being of the District.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

- 7.1.1 The Equality Act 2010 sets out the new public sector Equality Duty replacing the three previous duties for race, disability and gender. In engaging with our stakeholders, the CCG will have regard to our Equality and Diversity Policy.



7.1.2 We will consider our duties under the Act when designing, delivering and reviewing our business priorities – in business planning, commissioning and decommissioning services.

7.1.3 We will communicate and engage in ways that are accessible to people in our community, ensuring that people who do not have a voice, or may not have equal access to information or opportunities to engage, are not disadvantaged.

## **7.2 SUSTAINABILITY IMPLICATIONS**

7.2.1 The development of Clinical Commissioning Groups will assist in enabling community health issues and solutions to inform the Service planning process.

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

Greenhouse gas emissions and wider environmental impacts are a consideration.

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

7.4.1 Community safety issues are acknowledged as a key contributor to the quality of health in neighbourhoods. It is anticipated that improvements to health will have a positive impact on community safety issues across the Keighley Area.

## **7.5 HUMAN RIGHTS ACT**

No direct implications arising from the Human Rights Act.

## **7.6 TRADE UNION**

No direct Trade Union implications arise from this report.

## **7.7 WARD IMPLICATIONS**

7.7.1 The development of Clinical Commissioning Groups will support a more tailored approach to Service delivery in Wards across the Keighley Area.

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

None.

## **9. OPTIONS**

9.1 That Keighley Area Committee adopts the recommendations outlined in this report.

9.2 That Keighley Area Committee adopts the recommendations outlined in this report, with amendments.



9.3 That Keighley Area Committee decides not to accept the recommendations outlined in this report.

## **10. RECOMMENDATIONS**

10.1 Keighley Area Committee notes and comments on the objectives, performance and plans of the Airedale, Wharfedale and Craven Clinical Commissioning Group as outlined in Appendix 1 of this report.

## **11. APPENDICES**

11.1 Appendix 1 – Airedale, Wharfedale and Craven Clinical Commissioning Group – Annual Update to Keighley Area Committee, February 2016

## **12. BACKGROUND DOCUMENTS**

12.1 Airedale, Wharfedale and Craven Clinical Commissioning Group, Document “A1”, Keighley Area Committee, 22 January 2015



**Appendix 1**

Airedale, Wharfedale and Craven Clinical Commissioning Group  
Annual Update to Keighley Area Committee, February 2016



# NHS Airedale Wharfedale and Craven Clinical Commissioning Group

Pam Essler, Lay Member Patient and Public  
Engagement

Helen Farmer, Head of Strategy, Planning and  
Performance

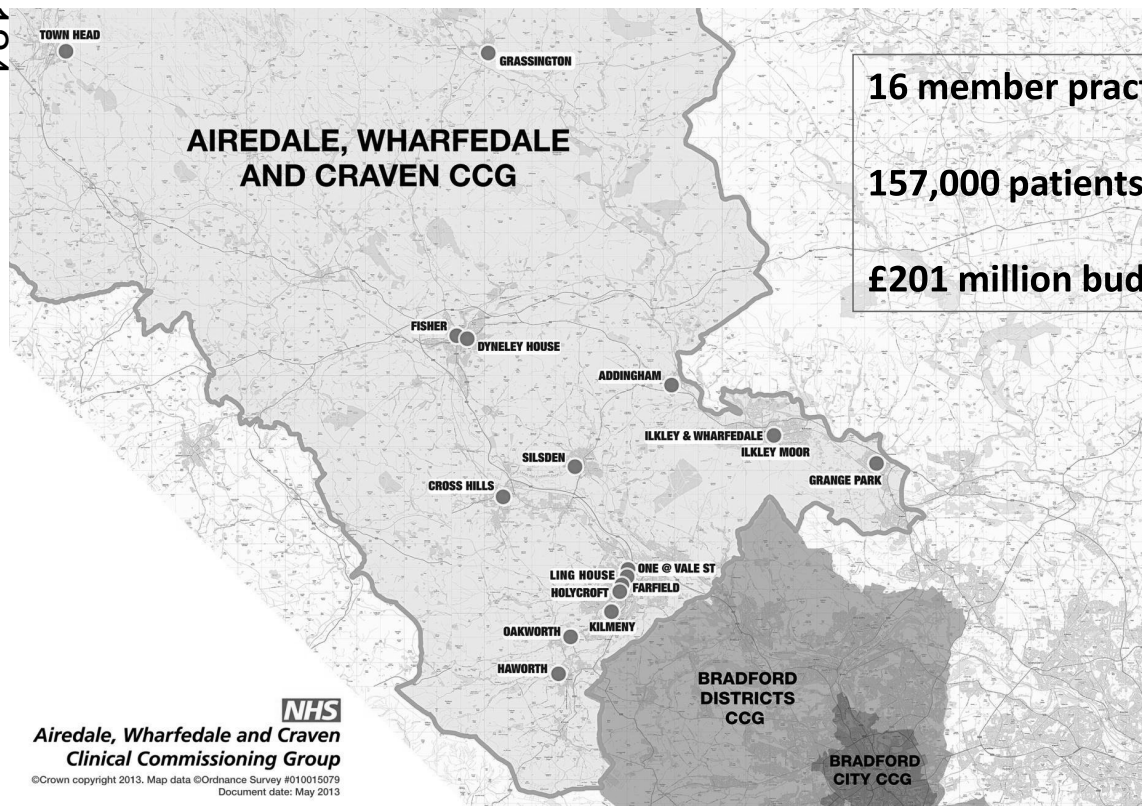


## Topics

- Our population
- Our CCG
- Our performance and progress
- Our plans for the future



Airedale, Wharfedale and Craven  
Clinical Commissioning Group



16 member practices  
157,000 patients  
£201 million budget



Airedale, Wharfedale and Craven  
Clinical Commissioning Group

# Our population



1 in 10 people in the AWC area identify their ethnicity as **Asian or Asian British**

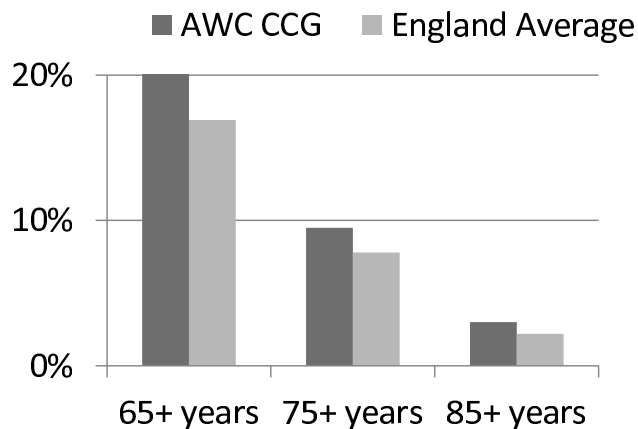


1 in 6 people have diagnosed **high blood pressure**



1 in 2 people have a long standing **health condition**

1 in 5 people are a **carer** for a friend or family member



Our population has more **older people** than the England average

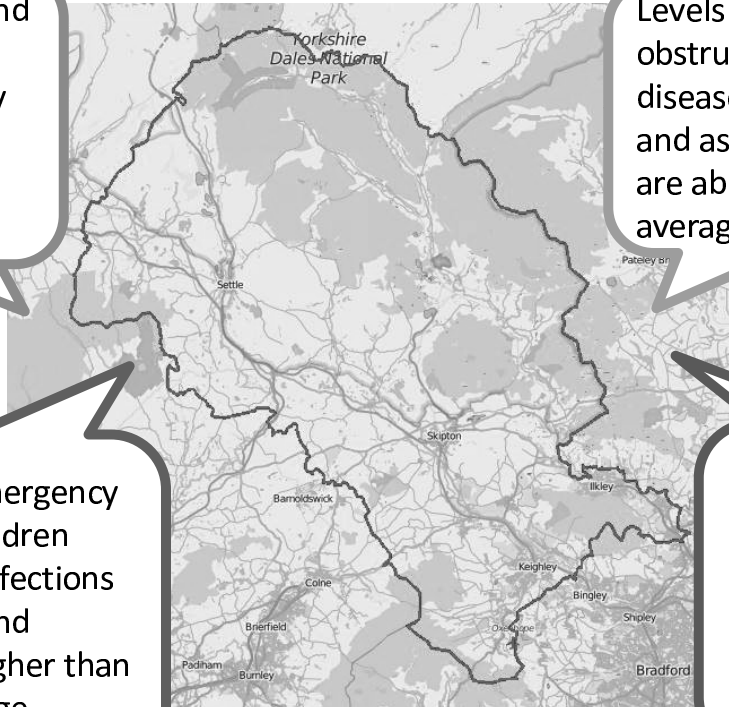
Page 129  
Some facts.....

On average, we spend £1,189 per year on hospital, community and mental health services for each person

Levels of chronic obstructive pulmonary disease (lung disease) and asthma in our area are above the England average.

The number of emergency admissions for children with respiratory infections (like pneumonia and bronchiolitis) is higher than the England average.

The top causes of death in our area are cardiovascular disease (heart disease), respiratory (breathing) diseases and cancer.



# We buy

Page 127



community  
health  
services



out of  
hours GP  
services



hospital  
services



ambulance  
and patient  
transport  
services

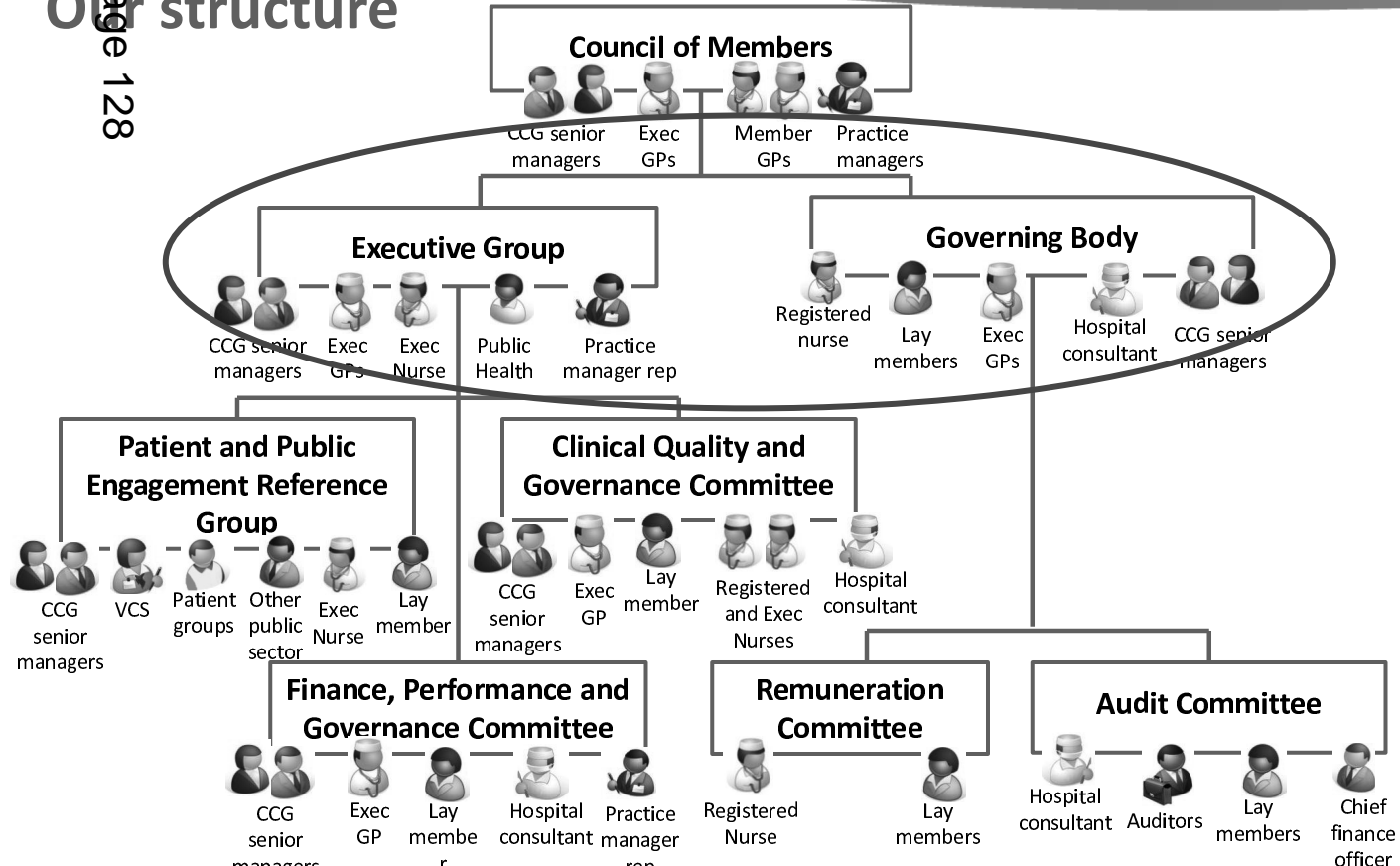


mental  
health  
services



medicines

Page 128  
Our structure



# How we engage with patients and the public

Page 129

**NHS**  
Airedale, Wharfedale and Craven  
Clinical Commissioning Group

## Patient Feedback

I'd like to be involved in decisions about the future of the NHS...

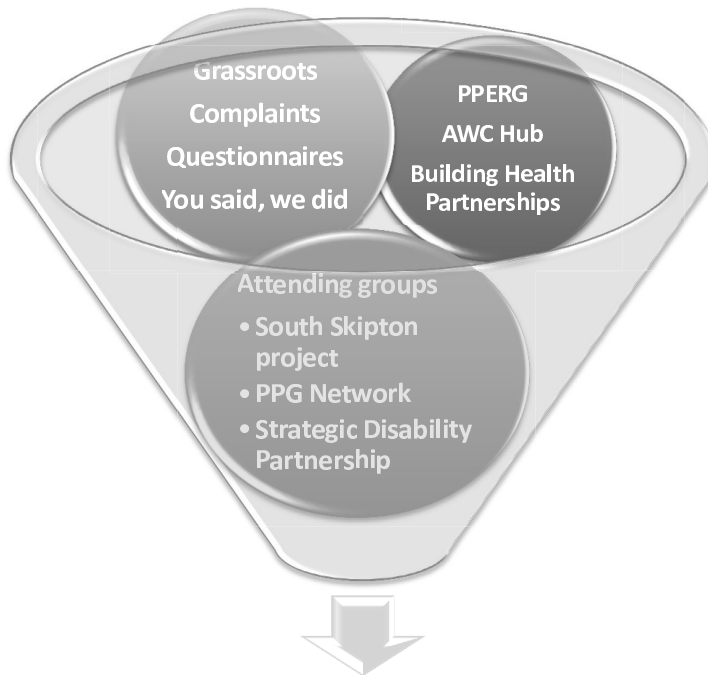
I want to find out where I can go for help...

I thought the way I was looked after was great...

I think you could do that better...

I've got a complaint...

working together to improve your local healthcare



**Tell us about your experiences**

Please give us your views by completing the questions below:

Which service/clinic did you attend?

Where was this? (please give the name of the ward, department, hospital or clinic)

Please tell us about your experience of using this service.

**Informs our commissioning strategies**

## Our strategic objectives







We will commission models of care that will address physical, psychological and social needs to:

- Reduce reliance on reactive emergency and urgent care through more **planned** and **proactive** model of services
- Change the **mind-set** of professionals to promote active participation in health and wellbeing of the individual
- Change the mind-set of the public so they become an **active participant** in their health and care
- Deliver the pledges as set out in the **NHS constitution**








## Our performance last year (2014/15)

### Targets met






-  A&E four hour waits
-  C. Difficile cases in the community
-  18 weeks wait for treatment
-  Cancer waiting times
-  6 week wait for diagnostics
-  People followed up within 7 days of discharge from psychiatric inpatient care

### Underperformance



-  C. Difficile cases in Airedale Hospital
-  Ambulance response times
-  MRSA
-  Mixed sex accommodation
-  Aspects of stroke care

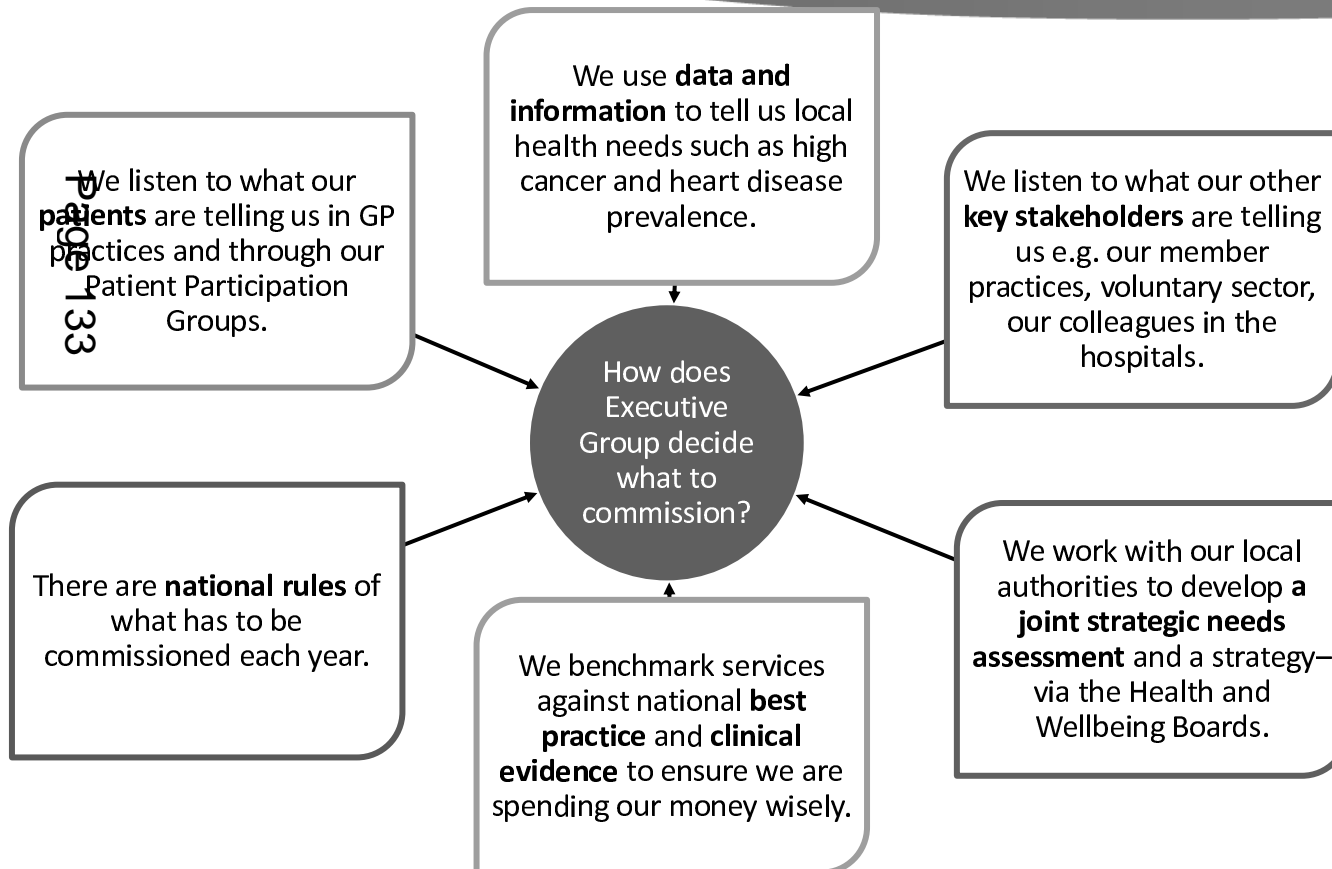
# Our performance year to date (2015/16)

## Targets being met

-  A&E four hour waits
-  18 weeks wait for treatment
-  Mixed sex accommodation
-  6 week wait for diagnostics
-  People followed up within 7 days of discharge from psychiatric inpatient care

## Underperformance

-  MRSA
-  Ambulance response times



# Commissioning in 2014/15

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Our area is one of 11 new national pioneers to join up health and care services.



Intermediate care hub – to make it easier to refer people to intermediate care

## PHARMACY FIRST

See a pharmacist straight away for advice and treatment.



First Response – 24/7 mental health crisis service



Medically unexplained symptoms service



Better Care Fund – to join up health and social care

## Commissioning in 2014/15



Cardiac rehabilitation service extended to Craven area



We have funded Project 6 to deliver a service to support families affected by drug and alcohol use.



'Enhanced' primary care services – like longer appointments for people with long term conditions.



Research project on heart rhythm disorders



New leg ulcer service set up in Craven.



Developed and implemented new **cellulitis** pathways for community treatment

# Commissioning in 2015/16



Diabetes service development & procurement



Primary Care Wellbeing service



Dementia Friendly organisation.



Changes to the location of hyper acute stroke services & provision of stroke rehabilitation services.



Fitting of defibrillators



Pulmonary rehabilitation services

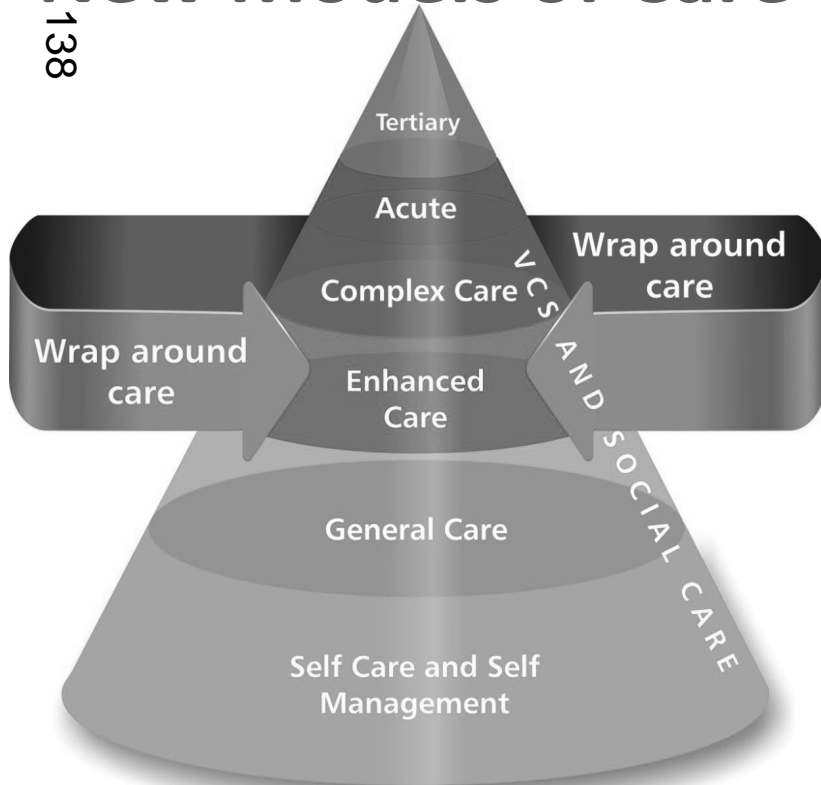
## What do the next 2-5 years look like

Page 137

Requirement to submit a Sustainability and Transformation Plan

- New Models of care
- Part of two Vanguard schemes

# New Models of Care



## Integrated Care Pioneer





## Enhanced health in care homes

Using technology to enhance the quality of life of nursing and care home residents

## West Yorkshire Urgent and Emergency Care

- Hear, see & treat
- Mental health
- Acute services reconfiguration
- Primary care

## CCG contact details

**Email:** [engage@awcccg.nhs.uk](mailto:engage@awcccg.nhs.uk)

**Address:** NHS Airedale, Wharfedale and Craven  
Clinical Commissioning Group, Millennium  
Business Park, Station Road, Steeton, Keighley,  
BD20 6RB

**Phone:** 01274 237324

## **Report of the Assistant Director, Policy, Programmes and Change to the meeting of Keighley Area Committee to be held on Thursday 11 January 2016.**

**AA**

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### **Subject:**

**District Plan and Council Plan Development**

### **Summary statement:**

**This report provides a summary of the approach taken in the development of the District Plan and Council Plan, and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council's contribution to the District Plan.**

Sam Plum Assistant Director of Policy Programmes and Change

**Portfolio:**

**Corporate**

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E-mail: [k.jones@bradford.gov.uk](mailto:k.jones@bradford.gov.uk)

**Overview & Scrutiny Area:**

**Corporate**

## 1. SUMMARY

This report provides a summary of the approach taken in the development of the District Plan and Council Plan, and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council's contribution to the District Plan.

## 2. BACKGROUND

- 2.1 The District Plan will outline partners' commitment to delivery, how things will be done differently, working together towards shared aims. It will not be a plan which simply captures 'business as usual' activity, and instead will focus on new ways of doing things through co-production and joined-up working, resulting in better use of resources. This will enable both the Council and other public sector partners to meet the challenges of reducing budgets and increasing costs and demand.
- 2.2 Learning taken from the development of previous district strategies has informed this approach. Instead of using the plan to capture a large number of deliverables, the District Plan will outline the key activity which will make a real difference using district-wide resources.
- 2.3 The Council Plan will identify Bradford Council's contribution to the District Plan. It will also identify key actions and deliverables, along with a clear sense of *how* the Council will operate, and how progress will be measured, so as to provide accountability and transparency.
- 2.4 A district Community Strategy ran from 2011-2014. Work was started in 2013 to review that strategy but was put on hold awaiting the development of New Deal priorities. There is currently no district-wide plan in place to tie strategic partners to common goals.
- 2.5 A one year Corporate Plan was agreed for 2013/14 on the basis that it captured the 'as is' position of the Council, and would be reviewed once further transformation planning was complete. This update is now being progressed via the development of the Council Plan.
- 2.6 Since 2014 there has been a fragmented approach across the work of Strategic Delivery Partnerships, with a more joined-up approach to district-wide delivery needed. This is especially important in the context of significant public sector budget reductions which have taken place in recent years and are expected to continue for the foreseeable future.
- 2.7 A New Deal for the district has been developed which will change the way the Council and other public services work together with people, communities, businesses and the voluntary sector. Effective partnership working, towards common goals, is critical to the successful delivery of the agreed New Deal outcomes.
- 2.8 The Bradford District Partnership (BDP) Board agreed at its meeting on 23 October

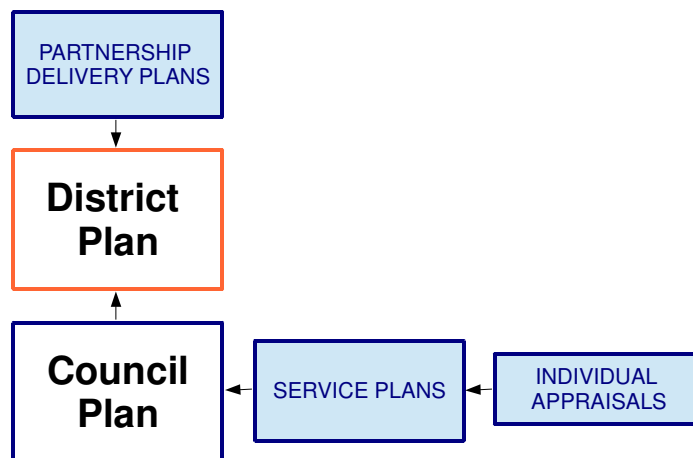
2015 that a new District Plan for 2016-2020 should be developed that supports a shared direction, co-ordinates effort and provides accountability to support the delivery of the New Deal outcomes.

2.9 Revised governance arrangements for Bradford District Partnership were also approved by the BDP Board on 23 October 2015, and partnerships have now taken ownership of New Deal outcomes as follows:

- Good schools and a great start for all our children – Children’s Trust
- Better skills, more good jobs and a growing economy – Producer City Board
- Better health, better lives – Health and Wellbeing Board
- Safe, clean and active communities – Safer and Stronger Communities Partnership
- Decent homes that people can afford to live in – Producer City Board/Place Board

2.10 The District Plan will clearly state how the Strategic Delivery Partnerships will commit to delivery of the New Deal outcomes by outlining detailed activity with specific success measures to support the monitoring and reporting of progress. The Council Plan will outline the Council’s commitment to the District Plan, by detailing the key activity the Council will undertake which will really make a difference.

2.11 The development of the Plans will ensure that the council, partners, individuals, communities and businesses all work together towards a shared vision for the district. The diagram below outlines the relationship between the two Plans.



### 3. OTHER CONSIDERATIONS

3.1 The duration of the District Plan will be 4 years, from 2016-20, with a review of progress made annually. The duration of the Council Plan will be 4 years, from 2016-20, with a review of progress made annually.

#### Draft Plans

3.2 A draft of the District Plan is available at Appendix 1, and a draft of the Council Plan is available at Appendix 2.

3.3 The purpose of the drafts is to outline the structure and main component parts of the Plans with initial content based on existing strategic direction and commitments. These current drafts are not intended as being close to the final version, and are provided as a means of triggering discussion and debate to ensure that the things that will really make a difference are identified for the final version. The next stage of drafting will be undertaken and owned by senior managers and directors of the Council – in parallel with partners for the District Plan.

3.4 As drafts, all content is open for comment and amendment, and the views of Members are sought, particularly in relation to:

- Is there a good balance to show the council's contribution to the district plan and what we can do together with others?
- Does the content feel familiar and can you buy into it?
- Is there a good balance to show that it is about everybody delivering and contributing? What actions that will most make a difference need to be included?
- Big ideas – at present this page covers the process of changing the council, but it could instead cover specific deliverables. Should the Big Ideas be focussed on specific deliverables? If so, what could they be?
- Are there any good case studies we could include that show what we can achieve as a council?
- How should the Council Plan deal with the New Deal principles (as they overlap the values somewhat)?
- Are the measures of success the right ones for a public audience?
- Do you think the document will work for the range of audiences across the district including residents, businesses, communities, public sector, City Region and Government?
- Does the plan need to be more explicit about what we are offering and expecting from Government and City Region?
- Taking into account that a final version would be glossier, with photos, images etc – does the general look/feel to the layout work?
- Are the sections in the right order, should there be more or less up front before getting to the New Deal outcomes?
- Does the text make sense, is the language correct for the audience, is it clear and in Plain English?

**Format / content of final Plans**

3.5 The District Plan will provide an introduction which summarises the district's great assets and strengths, and also highlights the challenges. There will be a statistical snapshot of the district today in relation to such factors as demographics, employment and economy.

3.6 The Council Plan will outline the 'big ideas' which state how the Council will be prepared for the future, how the Council will enter into a New Deal with residents, and how the Council will live within its means.

3.7 Each outcome will take up a two page spread, with an introduction to the outcome, a summary which sets the scene of where we are today in relation to that goal

supported by a statistical evidence base.

- 3.8 The Council Plan will explain what activity the Council carries out across the district, what projects we're currently working on, and what outcomes residents can expect to see when we have delivered our actions.
- 3.9 Both Plans will outline who will undertake key activity that will really make a difference, when and how success will be measured.
- 3.10 In keeping with the principles of New Deal, the Plans will not only tie the Council and partners to activity, but will also outline what is expected of individuals, communities and businesses. This will reinforce the need for change in terms of what people can expect from local services, their rights and responsibilities and how they and other people can help by doing things differently.
- 3.11 Each New Deal outcome two page spread will also contain case study examples of positive outcomes, with an emphasis on collaborative working and co-production.

### **Consultation**

- 3.12 In developing the Plans on-going consultation is underway with BDP Strategic Partnerships, partners, Council officers and with elected Members, alongside public engagement.
- 3.13 The consultation has an emphasis on capturing commitments to new ideas, different ways of working and activity that will really make a difference. The Plans will be populated with specific actions which will support a district-wide commitment to the New Deal outcomes.
- 3.14 The measurement of success against the stated aims will be achieved by using dashboard measures – designed to assess if the Council and partners are collectively achieving their ambitions and outcomes. This approach is critical to ensure that commitments are monitored and measured to provide accountability to the delivery of activity.
- 3.15 Public engagement has most recently included district-wide discussions in places such as bus stations, children's centres and advice offices to capture the issues that matter to residents and their families. This captured the views of people from all over the district. A verbal update on the analysis of this work can be provided at the meeting. Further 'vox pop' type engagement is also planned with the public in the next couple of months, asking more detailed questions and recording or videoing responses. These questions can be tailored to each public area visited and Members can make suggestions of what those questions might be. Feedback from the first phase of New Deal engagement will also be taken into consideration when developing the two Plans.

### **Dependencies**

- 3.16 The direction established by the **ward planning** process will need to be reflected in the District and Council Plans to ensure a geographic perspective is given and that the Plans are built from the bottom up. As the 2016/17 ward plans are also currently in development, it is important that all drafts are shared to ensure they reflect and influence each other. Area Committee are asked to consider how the

ward planning might best feed in to the Council and District Plans, both in their content and process development.

- 3.17 Some of the other key dependencies for the District and Council Plans are the developing digital strategy, work around devolution, Council budget 2016/17, and for the District Plan in particular partner strategies.
- 3.18 The principle dates for the development of the Plans are:
- Consultation on drafts – December 2015 to January 2016
  - Area Committees and Overview and Scrutiny – January 2016
  - BDP Board and CMT discussions – end January 2016
  - Plans approvals – April to June 2016

### **Next Steps**

- 3.19 As part of the consultation on the drafts, and production of the Plans, there will be follow up conversations and detailed dialogue with the Strategic Delivery Partnerships and individual organisations (including the Voluntary and Community Sector), along with officer and political input.
- 3.20 Feedback and contributions received from the initial draft consultation will be analysed and included to help shape the detail of the Plans.

## **4. FINANCIAL & RESOURCE APPRAISAL**

The District and Council Plans will bring about a greater degree of collaboration and co-production resulting in a more efficient and sustainable use of resources.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

The content of the District Plan will comprise activity which is owned by the Strategic Delivery Partnerships, with clear success measures governed through the Bradford District Partnership Board. The governance of the Council Plan is through Executive and Full Council.

## **6. LEGAL APPRAISAL**

The publication of the District and Council Plans is not a statutory requirement. However their absence would restrict the Council and partners' ability to deliver New Deal objectives, jeopardising budget savings and limiting opportunity to transform the district.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Discussions have taken place and feedback gathered from different locations across the district in order to ensure no group of people has been disproportionately disadvantaged from taking part in engagement activity. Supplemented by written and online consultation, this has ensured feedback has been received from a broad cross-section of the district. As options, ideas and projects are identified,



implemented and tested, each proposal will be equality assessed at each stage of its development with documentation produced and made available publicly for transparency purposes.

## **7.2 SUSTAINABILITY IMPLICATIONS**

The District and Council plans will be forward looking and fit for the future across Council, partners, communities and businesses.

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no greenhouse gas emission impacts from the development of the District Plan and Council Plan.

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

There are no community safety implications from the development of the District Plan and Council Plan.

## **7.5 HUMAN RIGHTS ACT**

There are no human rights implications from the development of the District Plan and Council Plan.

## **7.6 TRADE UNION**

There are no Trade Union implications from the development of the District Plan and Council Plan.

## **7.7 WARD IMPLICATIONS**

Public participation activities have been taking place across the district since autumn 2014 to gather public views on the five outcome areas, and develop a fuller understanding of what is most important to people. A report summarising the feedback from the engagement that took place from October 2014 to March 2015 was received by this Committee in April 2015. Early drafts have incorporated the findings from this engagement, with further input to come from additional scheduled engagement.

One of the primary dependencies of the District and Council Plans will be geographical implications as captured through the ward planning process. The ward assessments will be analysed alongside a district wide evidence base with highlights captured in the final Plans.

## **7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

With new ward plans being developed for the next financial year, there will also be an opportunity to assess their actions for any issues which consistently affect a lot of wards, or any big issue that could have district wide implications.

This work will ensure that ensure a geographical perspective is given and that the

Plans are built from the bottom up.

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

None

## **9. OPTIONS**

9.1 For Members to provide their comments on the development of the District and Council Plans.

9.2 Members to provide their input to the public engagement activity and ward planning processes.

## **10. RECOMMENDATIONS**

10.1 That Area Committee Members provide their views on the questions listed in section 3.4.

10.2 Area Committee Members may provide suggestions of questions to ask through the ongoing public engagement activity (as outlined in section 3.15).

10.3 That Area Committee Members comment on the key aspects of the ward plans that should be reflected in the Council and District Plans.

10.4 Area Committee Members provide their thoughts on how the ward plans and their development can be more systematically connected to the Council and District Plans (as outlined in section 3.18).

## **11. APPENDICES**

- Appendix 1 – Draft District Plan
- Appendix 2 – Draft Council Plan

## **12. BACKGROUND DOCUMENTS**

None

# Bradford District Plan

**2016 - 2020**

## Consultation Draft

December 2015

This draft has been created using content pulled from existing sources, and is based on some early conversations with partners involved in each of the New Deal outcome areas.

There are some gaps in content – in particular there is a need for more input on delivery actions across the five outcomes.

As a draft, all content is open for comment and amendment.

Questions to guide feedback on draft:

- Does the District Plan represent the areas of work you know about? Does the content feel familiar and can you buy into it?
- Is there a good balance to show that is about everybody delivering and contributing? What actions that will most make a difference need to be included?
- Are there any good case studies we could include that show what we can achieve? We want to highlight the breadth of activity across the district
- Are the measures of success the right ones for a public audience?
- Do you think the document will work for the range of audiences across the District including residents, businesses, communities, public sector, City Region and Government?
- Does the plan need to more explicit about what we are offering and expecting from Government and City Region – what are the key offers/asks in the areas you work in?
- Taking into account that a final version would be glossier, with photos, images etc in – does the general look/feel to the layout work? Are the sections in the right order, should there be more or less up front before getting to the New Deal outcomes? Does the text make sense, is the language correct for the audience, is it clear and in Plain English?

**We want to make Bradford a better district – a place where all our children have a great start in life, businesses are supported to create more and better jobs, people live longer and healthier lives and all our neighbourhoods are good places to live.**

*Set against a graphic/images of the district*

*Logo's of organisations who will deliver it*

*Faces of people who are Bradford*

# FOREWARD – A BETTER BRADFORD

From Chair of Bradford District Partnership Board and strategic partnerships?

To provide a sense of the district plan on one page, with an emphasis on:

- Assets
- Challenges
- Outcomes
- What we can achieve if we work together

Page 2

Bradford Today: Infographics describing key attributes of the District

# Understanding Bradford District

District Dashboard  
In Your Pocket  
December 2015 (DRAFT)

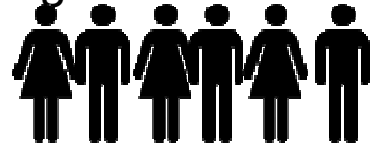
District Demographics  
Population

528,200 ▲

203,971 ▲

Households

4<sup>th</sup> largest metropolitan district in England



152,600 ▲


Aged under 20

3<sup>rd</sup> youngest Local Authority in England

75,000 ▲

Aged 65 or over

Good schools & a great start for all our children

55.5% ▲ of children achieve a good level of development at the end of reception ▼ 

44.0% of pupils gain 5+ A\*-C grade GCSEs including English & Maths

% of children overweight and obese



22% ▲ age 4-5

24% ▼ of  children living in poverty

36% ▲ age 10-11

5.6 ▼ Infant Mortality Rate


Better health, better lives

25.5% ▲ of people reported high anxiety

Life expectancy at birth (in years):

Women 81 ▼, of which 59 ▼ healthy

Men 78 ▲, of which 62 ▲ healthy

12.9% ▼  of working age population claiming out of work benefits

14.1% ▼ of

People born today in deprived areas of district expected to live:

**8** years less (for women)



**10** years less (for men)

than those born in the most affluent areas

households live in fuel poverty

**20** adults in every 10,000 had personal insolvencies including bankruptcy

Better skills, more good jobs and a growing economy

Employment Rate

**64.3%**

**0.67** jobs for every working age person



**66.3%** of working age population qualified to Level 2 or higher (equivalent to 5 good GCSEs)



**17,050**

VAT/PAYE business units



Safe, clean and active communities

**12%** of streets had problems with litter



Decent homes that people can afford to live in

**212,512**

homes, up by

**1,134**

from last year.

Average house price

**£92,646**



**1.7** households

statutory homeless in every 1,000 households

**1.89%** of homes empty for longer than six months



**64%** of people agree that their local area is a place where people live harmoniously together

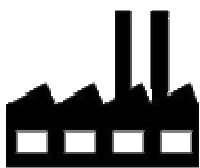
**23%** of residents have high negative perceptions of anti-social behaviour



**74** crimes for every 1,000 people, of which

**11** (per 1,000) were violent

**5.1** tonnes of CO<sub>2</sub>  
per capita



In Your Pocket provides a snapshot of some of the headline figures from the Bradford District Dashboard. For more information, including the latest trends, national & regional benchmarks and data sources please refer to the full District Dashboard.

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

**Key – Annual trends**

▲ Trend up, positive

▼ Trend down, positive

△ Trend up, negative

▽ Trend down, negative

**Contact:** [josie.goodyear@bradford.gov.uk](mailto:josie.goodyear@bradford.gov.uk)

Policy Programmes & Change

City of Bradford Metropolitan District Council

**City of Bradford MDC**

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





# Good schools and a great start for all our children

Securing a successful future for all of us depends on securing a successful future for the young people of the district. We want all of our children and young people to achieve their ambitions and help make Bradford District a great place to live and work.

## *Talking Head: Head teacher*

“Our children and young people are our greatest asset. They have high ambitions – and we have high ambitions for them.”

## **Bradford Today**

Bradford District has a young population and our. With 29% of the population aged under the age of 20, Bradford is the youngest city in the UK.

### *(Key stats and description infographic)*

- 124,650 children aged 0-15, 23% of population
- (Number of) schools
- HE/FE facts and figures
- Educational attainment figures
- 42,000 children living in poverty

## **A Better Bradford**

In the past, improvement in education hasn't gone far enough, fast enough. Things have to change. Urgent and sustained action is needed to drive up educational results. We want all our schools to be good by 2018. We want to reduce the deprivation and inequality that affect too many of our children and young people.

Working alongside parents, children and businesses, we have five priority areas for action:

- Ensuring that our children start school ready to learn
- Accelerating educational attainment and achievement
- Ensuring our young people are ready for life and work
- Safeguarding vulnerable children and young people
- Reducing health and social inequalities – including tackling child poverty, reducing childhood obesity and improving children's oral health

## **District Measures of Success**

- Every School a good school – classed as good by OFSTED
- Every child given the opportunity to achieve – educational attainment as KS2/3
- Child poverty

## **Delivery**

### **Together we can:**

- Continue to build childcare and early education places
- Keep investing in and commissioning school improvement
- Invest in attracting, developing and keeping the best school leaders, teachers and classroom assistants.
- Provide real opportunities for skills development and jobs when young people leave school, working closely with the business community, the University and colleges.

**Parents can:**

- Get your child a nursery place
- Get involved in your children's education, encouraging and celebrating their learning.
- Make learning fun at home – read, count and play every day with your young children.
- Make sure your child attends school, is there on time and isn't absent without the school's agreement.
- Support your child to get involved in out of school activity.

**Children and young people can:**

- Make the most of opportunities for learning at home and outside school.
- Value education and take responsibility for your own education, ask questions, build your skills, discover your talents – it's your life, your future, and your choice.

**Schools can:**

- Work in partnership, recognising that all types of school are part of a wider education system and need to share solutions to raise attainment.
- Share resources and expertise to invest in teaching, learning and facilities.
- Take action to deal with performance, governance, attendance and ...
- Support students to identify future careers opportunities.

**Businesses and others can:**

- Provide meaningful work placements to your local schools and be an active partner in educating young people about potential careers.
- Provide apprenticeships for local young people.
- Encourage your employees to volunteer for the reading in schools project and to offer mentoring for young people at school
- Encourage your staff to become school governors.
- Supporting and getting involved with an Industrial Centre of Excellence or Bradford Pathways

**Partners**

• Children's Services • Adult Social Care • NHS providers • Fire and Rescue Service • School governors • Regeneration and Housing • Voluntary and community sector • Culture, Sports and Leisure • Schools - primary, secondary (inc academies) and special schools • Young Lives Bradford • Children's centres • University of Bradford • Safeguarding Children Board • West Yorkshire Police • Council for Mosques • NHS Foundation Trusts • Better Start • Community Rehabilitation Co Ltd

**Case Studies**

**Science Week** Bradford University engagement with schools –

**Industrial Centres of Excellence**

Industrial Centres of Excellence (ICE) are an innovative way in which the Bradford District is providing education for young people aged 14-19

ICE are about working together. They involve businesses and education providers working together to develop the curriculum young people are taught, and the environment in which they are taught. This helps to ensure that the skills young people develop match those that employers need

ICEs allow employers and training providers to exchange knowledge and innovation that contributes to the district's economic competitiveness

### **Bradford Pathways**

Bradford Pathways is about developing a new educational model that meets the challenge of delivering employment focussed skills, careers and technical education. Bradford Pathways is an innovative way of delivering skills and knowledge for young people so they can gain employment now and in the future.

### **Better Start Bradford**

### **Barkerend Dads Reading Scheme**

## Better skills, more good jobs and a growing economy

Bradford is one of the biggest and fastest growing economies in the UK and is a key part of the Leeds City Region. Business success is essential to the future economic and social wellbeing of the city and district. Business success will generate the wealth and the jobs needed to enable people in Bradford District to enjoy a better standard of living and will help create a city to be proud of.

### Bradford Today

The modern reality of Bradford - The Producer City is demonstrated by the scale and breadth of an £8.7 billion economy that is the 11<sup>th</sup> largest in the UK and the 8<sup>th</sup> largest in England. We are a centre for manufacturing with advanced engineering, chemicals, printing and digital industries prominent. We have real strengths in other key sectors such as finance, professional services, retail, construction and the creative industries. Bradford is home to major companies operating globally and a large number of major UK businesses have their headquarters here including Morrisons, Yorkshire Building Society, Pace, Yorkshire Water and Hallmark Cards.

### Key stats and description - Graphic

- 17,000 businesses employing 195,000 people in Bradford District.
- 24,600 jobs in manufacturing, the 3rd highest number of any city or district in the UK.
- A powerful culture of entrepreneurship. 32,000 people in the district are self-employed.
- 46,000 people commute between Bradford and Leeds each day, the largest flow between any two cities in the UK.
- There are 44,400 working age people with no qualifications
- 31% of households in Bradford have gross income less than £15K

### A Better Bradford

We need to make sure the economy keeps growing. We have one of the UK's youngest populations and the numbers of people of working age are expected to grow by another 24,000 by 2024. Those people need to be able to get good local jobs. The district needs 15,000 new jobs to match national rates of employment by 2019 alone.

This means:

- **Creating the conditions for business** – to make Bradford the best place to set up, grow and run a business.
- **Making innovation and skills central to our economy** – putting innovation, knowledge creation and higher skills at the centre of creating a strong economy
- **Trading on our culture of enterprise** – building on our strengths and assets to compete in the global economy

### District Measures of Success

- Skill levels
- Number of jobs
- Employment rate
- Value of local economy

## Delivery

### Together we can

- Continue to regenerate our City Centre
- Implement masterplans for the two city centre rail stations and support development plans for the Keighley and Shipley stations
- Increase provision and access to super/ultra fast broadband,
- Bring forward strategic employment sites to attract new and growing businesses
- Develop an employer led education and skills system to match local people to jobs
- Strengthen links between universities and industry to support innovation, knowledge transfer and technology development
- Strengthen the capability of Bradford companies to trade in overseas markets
- Maximise the impact of public and private procurement to support business and jobs growth
- Target and attract high-value inward investment that plays to our industrial and innovation strengths
- Support small and medium sized enterprises with growth potential, targeting companies in our priority sectors
- Increase the level and quality of new business start ups
- Work with the Leeds City Region to articulate the Bradford offer to unlock our investment and growth potential

### Residents can:

- Skill yourself up – go on a course at work or in your spare time to keep your skills up to speed
- Find out about opportunities to participate in local apprenticeship schemes
- Keep your city, town and local shopping centres clean and free from litter
- Shop local and realise the power of the pound in your pocket
- Big up Bradford and be a local tourist

### Businesses can:

#### **Talking Head: *Brian Cantor, University of Bradford.***

*“With a tremendous history and culture of enterprise and innovation, manufacturing excellence and economic success, we all share a responsibility to start making great things happen in this part of the world. We have an exciting future. Let’s get going.”*

## Case Studies

**Case Study: Apprenticeship Hub** exists to help people find the right apprenticeship provider and to support businesses in setting up apprenticeships.

### Apprenticeships

- Supporting apprenticeships is a key development priority for the district's business and public sector partners
- Apprenticeships enable businesses to develop the talent they need to be successful
- We want the district's businesses to employ even more apprentices so that we can support business growth and the long-term prosperity of Bradford
- Apprenticeships aren't just for young people, more and more older workers are using them as a way to re-train

### Get Bradford Working

- Get [Bradford Working](#), Bradford's award winning employment and skills programme includes the Employment Opportunity Fund which has helped over 1,500 disadvantaged people into training and more than 1,600 into work

### Skills House

- [SkillsHouse](#) is a unique local partnership based in Bradford city centre that is designed to boost retail, hospitality and visitor economy businesses and help people to find jobs. Broadway Bradford employers have recruited from these people ensuring that the benefits of the new development are felt across the district.

### Keighley Business Improvement District

- Businesses in Keighley Town Centre have voted to create a Business Improvement District which will put them in driving seat to improve the town centre.
- **The Broadway Centre**
- **City Centre Growth Zone**
- **Curry Capital**
- **Digital Health Enterprise Zone**

## Better Health and Better Lives

A district where people enjoy long and healthy lives and are supported to make healthy choices and can access the health and social care services they need.

### Bradford Today

There are a lot more of us living in the Bradford District these days. By 2020 there'll be another 20,000 of us, including 4,000 more children and young people under 16.

The biggest and fastest increase will be among people aged over 65 – another 9,000 than there are now.

### Key stats and description - Graphic

One in ten people provide some degree of unpaid care and 12,400 older people need assistance in maintained daily living.

By 2020:

- The numbers of people over 65 who have dementia will increase by 750 or 14%
- The numbers of people aged over 85 will increase by 2,000 or nearly 20%
- The numbers of adults with a disability or mental health issue will increase
  - nearly 3,000 more people with a physical disability
  - a rise of 3% in the number of adults with a learning disability
  - over 3,000 more people with mental health problems
- The numbers of people with severe disabilities are also predicted to rise

### A Better Bradford

It's great that people are leading healthier lives and living longer and we want everyone to be able to enjoy good health and a good quality of life whatever age they are. People will be supported by different organisations, their families, neighbours or their communities to retain their independence.

Our priorities for action are:

- Improving the mental health of people in Bradford
- Improving the health and wellbeing for people with physical disabilities, learning disabilities, sensory needs and long term conditions
- Improve diagnosis, care and support for people with dementia
- Promote the independence and wellbeing of older people
- Reducing harm from preventable diseases caused by tobacco, obesity, alcohol and substance abuse
- Reducing mortality from cardiovascular disease, respiratory disease, diabetes and cancer
- Supporting independence and preventing homelessness

### District Measures of Success

- Life expectancy
- Infant mortality
- Out of work benefits
- People supported to remain independent

## Delivery

### Together we can:

- Make positive lifestyle choices and changes
- Stay fit by taking advantage of the wide range of sport and leisure activities in the district
- Ensure health and care services work much more closely together as part of the same system, supporting people to remain independent and avoid hospital and nursing care
- Target resources where they make the most difference and at people with the most complex needs
- Ensure our workplaces are safe and support employees health and wellbeing

### Case Study

**Connect to Support** is a marketplace to buy your own support whether this is equipment to assist you, looking for assistance in your home or even a directory of care homes should you or someone you know require this. It also has a directory of voluntary support groups and services including social clubs within the district.

### Case Study

**Born in Bradford** is a long term study of 13,500 children, born at Bradford Royal Infirmary between March 2007 and December 2010, whose health is being tracked from pregnancy through childhood and into adult life. The information collected is being used to find the causes of common childhood illnesses and to better understand how our genes, living environment, lifestyles and services we access come together to affect our health and well-being.

### *Talking Head: Professor John Wright, Director, Born in Bradford programme*

“Born in Bradford has the potential to promote real change at a local level and also make major contributions to global knowledge: our children may be born in Bradford, but they will change the world.”



# Safe, clean and active communities

To foster safe, self-reliant and resilient communities in neighbourhoods that people are proud of and are happy to live in.

## Bradford Today

Right across the Bradford District people are working with pride and passion to make it a safer and cleaner place. Mirroring national trends, crime rates have reduced significantly over the past 10 years, but 23% of residents still have high negative perceptions of anti-social behaviour. Littering is a problem on many streets and recycling rates need to increase to overcome the increasing costs associated with household waste.

### **Key stats and description - Graphic**

It's estimated that there are over 100,000 active citizens in the Bradford District (around 20% of the total population) and that volunteers contribute over £17 million to the local economy.

XX VCS organisations

% of local people who are happy with where they live

Recycling rates

## A Better Bradford

All across the district people are active in the communities, contributing their time, energy and skills to help make them better places to live.

Looking after the environment, helping to keep the places we live and work in clean and safe, reducing waste and getting involved in the community are the right things to do.

Working alongside residents, businesses and our partner organisations our priorities are:

- Minimising waste –through increasing recycling and reducing the costs of waste disposal
- Improving Community safety – tackling domestic violence, human trafficking and exploitation, anti-social behaviour and burglary
- Promoting stronger, active communities and better community relations
- A thriving cultural offer

## District Measures of Success

- Crime rates
- Level of street litter
- Living harmoniously together

## Delivery

### Together we can:

- Work closely with partner agencies to reduce crime and make our communities safer.
- Support the work of the police both at a neighbourhood level and in specialist departments.
- Reduce waste and increase levels of recycling

### Residents can:

- Help out as a Neighbourhood Watch Co-ordinator. The Online Watch Link allows residents to receive updates on crime in their area and provides details of your nearest Neighbourhood Watch scheme.
- Become a Special Constable West Yorkshire Police are actively recruiting volunteers to be Special Constables on the frontline of policing.

- Sign up to be a Street Angel supporting the Police to help people to stay safe and enjoy their night out in the city centre.
- Get involved in more organised activity in your area such as litter picks or working with public services to look out for people with dementia or disabilities
- Take up a formal volunteering role, raise funds to support local activities and encourage young people to become active.

## Case Study

### 'Fats to fuel' recycling project

A 'fats to fuel' recycling project in Bradford plans to expand across parts of the city to harness the bio fuel potential of waste cooking oil, whilst also protecting local sewers. The scheme involves asking local residents in the area to collect their waste cooking oil in tubs, known as 'fat vats', rather than typically pouring the greasy oils such as ghee down the kitchen sink.

Thanks to the scheme, there has been an almost total elimination of sewer blockages in the area too. The scheme began in March 2014 and could gradually expand up to 6,000 homes. In 2013, Yorkshire Water invested £2.3m on the sewer system in Bradford Moor including work on sewer blockages. But through this initiative, the firm hopes to reduce this spend to help keep customers bills as low as possible.

## Case Study

### Litter

The Council spends £4.2 million a year cleaning the streets, picking up litter, clearing fly tips and dealing with dog fouling. Responsible businesses play their part in keeping their area clean because it's good for business too. In particular, takeaways, pubs and bars need to be responsible for the areas outside their premises. **Green dog walkers** are working together to keep the district clear of fouling.

- In parts of the district like Addingham, Wrose, Allerton, Denholme and Idle local people are running their **community libraries**.
- Right across the district **Friends of Parks** groups are helping to manage and improve parks, bring communities together, reduce anti-social behaviour and access funding for improvements and events.

## **Decent Homes that people can afford to live**

Everyone in Bradford District should have a place to call home which is right for their needs and is a place in which they can thrive

### **Bradford Today**

Our population is growing rapidly, increasing the need for homes. Current forecasts predict that the district's population will grow at 8.5% over the next ten years placing significant pressures on the housing stock.

Around 2,200 new additional homes are needed each year, to meet the projected growth in households. The scale of this challenge can be demonstrated by the fact that we have seen only around 700 net additions to the housing stock in each of the last two years.

Symptoms of insufficient housing supply are evident across the district: overcrowding has increased to nearly 10% of households, and homelessness is also increasing.

### ***Key stats and description - Graphic***

Bradford has around 210,000 homes across the district.

Just under 70% of households are owner-occupiers.

Bradford has a low proportion of social housing – around 15%.

Over the last ten years the number of households renting from a private landlord has increased significantly, to 18%.

Average House prices range from xx,000 in cheapest ward to xxx,000 in most expansive ward

### **A Better Bradford**

In order to both retain and attract residents and investment into the district, we need to provide a range of housing including affordable homes as well as higher value housing to attract and retain higher skilled workers. We want to support the development of high quality new homes in neighbourhoods where people want to live.

Increasing the rate of house building will stimulate both the construction sector and its supply chain across the district, and have a positive impact on many other sectors and services as people move into and furnish new homes.

Most housing growth delivery needs to come from private sector development. A big contribution to meeting housing demand can come from making best use of existing stock. We therefore need to tackle both under-occupation and empty homes. Our priorities are:

- More homes
- Safe and healthy homes
- Affordable homes

### **District Measures of Success**

- An increase in net additional homes provided
- A reduction in the number of long-term empty homes
- An increase in the number of private sector homes where housing conditions have been improved through intervention measures
- An increase in the number of new affordable homes delivered

## Delivery

### Together we can:

- Support the development of more homes of the right type in the right location
- Deliver housing growth in the following priority areas:
  - **Canal Road Corridor** – A joint venture company has been established, with the responsibility of delivering a long-term programme of investment, including up to 1,200 of the potential new homes.
  - **Holme Wood and Tong** – a neighbourhood development plan has been agreed with the potential to deliver up to 2,700 new homes over the long term.
  - **Bradford City Centre** – The new City Plan outlines the potential to deliver around 3,500 new homes.
- Make best use of existing stock
- Support access to and development of high quality private rented sector
- Tackle obsolete and low demand housing and neighbourhoods
- Help to make homes in Bradford more energy efficient

## **Whose Strategy and Why?**

Bradford District Partnership description and role

Strategic Partnerships description and role

Key partners

Links to regional and national agendas

Talking heads/Quotes

Council Leader

University VC

Chamber

Lord Patel

Business

Teacher

Parent

Young person

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Glossary

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# Bradford Council Plan

## 2016-2020

V0.4 DRAFT

December 2015

This draft has been created using content pulled from existing sources, with some input from key officers with a closer involvement in each of the New Deal outcome areas (note that some content on Good Schools, Great Start is still to be included due to timeframes it was not ready for this draft). As a draft, all content is open for comment and amendment.

Questions to guide feedback on draft:

- Is there a good balance to show the council's contribution to the district plan and what we can do together with others?
- Does the content feel familiar and can you buy into it?
- Big ideas – at present this page covers the process of changing the council, but it could instead cover specific deliverables. Should the Big Ideas be focussed on specific deliverables? If so, what could they be?
- Are there any good case studies we could include that show what we can achieve as a council?
- How should the Council Plan deal with the New Deal principles (as they overlap the values somewhat)?
- Are the measures of success the right ones for a public audience?
- Taking into account that a final version would be glossier, with photos, images etc in – does the general look/feel to the layout work?
- Are the sections in the right order, should there be more or less up front before getting to the New Deal outcomes?
- Does the text make sense, is the language correct for the audience, is it clear and in Plain English?

# Who this plan is for

## **Council Staff**

The Council Plan sets out the council's priorities to 2020 and the way in which we want to achieve them. Every member of staff should be playing a part in this; this is what we call 'the golden thread'. The Council Plan should be used in your appraisals so you understand how your role contributes to the Council achieving its priorities and what is expected of you.

## **Our Partner Organisations**

The Council Plan explains the Council's contribution to the Bradford District's Partnership's District Plan. Only by working together can we achieve better things for the District and our people

## **Bradford Residents and Businesses**

Ever wondered what the council does with your Council Tax and Business Rates? This plan sets out how we intend to adapt the services we provide to cope with the changing pressures we face in relation to increasing demand and fewer resources. It also sets out how you can help.

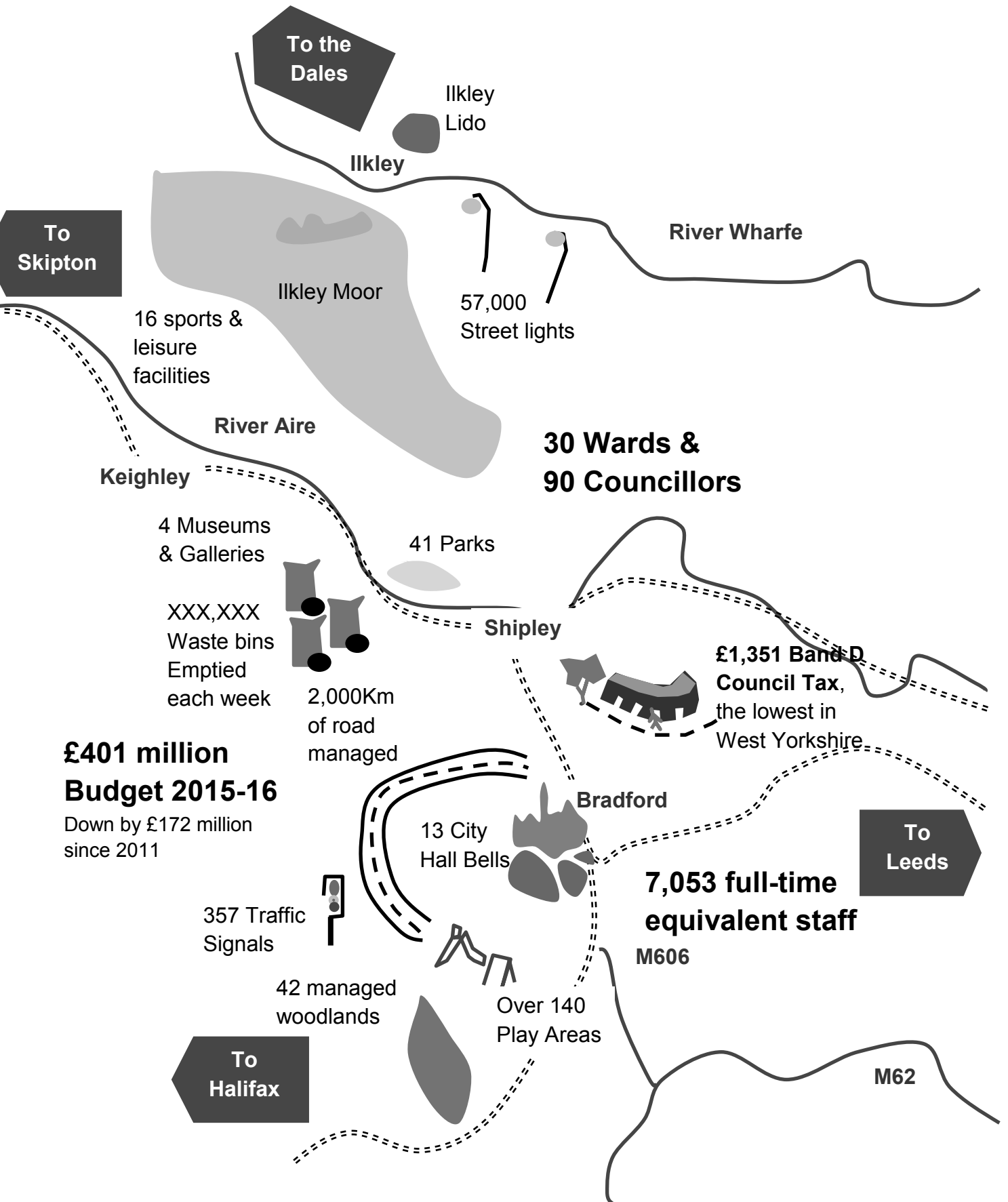
# Forward

Joint forward by Leader and Chief Exec

Half a page of text.

To cover what the council plan is and how it is our contribution to the District Plan, but need to work with others.

# This is Bradford Council today



# A better Bradford Council

## The Council's purpose

The Council's 'Purpose' reflects what we want to achieve as an organisation, and how we will work with people, communities, businesses and the voluntary sector.

### Working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District

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.

## The outcomes we want to achieve

The Bradford District Plan explains the outcomes the Bradford District Partnership wants to work together to achieve. As a major partner in the Bradford District Partnership, the Council needs to contribute to achieving these outcomes.

As well as outlining our contribution, we will also need others to play their role; this is what we mean by 'working with people and partners'. So throughout this plan we have identified how residents and businesses can contribute.

<b>Good schools and a great start for all our children</b>	<b>Better skills, more good jobs, and a growing economy</b>	<b>Better health, better lives</b>	<b>Safe, clean and active communities</b>	<b>Decent homes that people can afford to live in</b>
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As well as being focussed on our outcomes, we also need to make sure we can **Enable our Outcomes** through having an efficient and effective council.

Each outcome and our contribution to it is explained in more detail later in this document.

## A very important principle

One of our biggest challenges as a district is deprivation and inequality between individuals and communities. We therefore have a very important principle that runs through everything we do.

### Reducing inequalities and tackling poverty

## Our values

Everything we do, and everyone working for us or on behalf of us as a council should observe our values.

<b>Honesty, trust and respect</b>
<b>Fairness and equality</b>
<b>Value for money</b>
<b>Innovation and improvement</b>

Our values are explored in more detail later in this document; **Together we are Team Bradford.**

# Our big ideas

As a council, over the next three years we'll need to become more efficient and targeted as our resources continue to reduce. There are a great many opportunities, but we also know we have significant challenges facing us with a growing population, affected by significant issues of deprivation and inequality. Business as usual is not an option.

## Big idea 1: Preparing the Council for the future

Over the next year we will radically think about who we are and what we do as a council.

- **Subsidiarity** - We need to think about what decisions are best made at a local neighbourhood level. But we also need to work out how the council's role will change as part of English devolution, when national powers and money are devolved to a regional level. Logically, this is likely to mean that some of the functions we currently provide may get transferred to a regional level, like transport planning.
- **An Integrated Local State** - We need to work out where *specifically* we can work in partnership, particularly with other local public sector bodies to create efficiencies and make our services more joined up and seamless.
- **Productivity and value for money** - We need to think about how we deliver services, what services are best delivered in-house and which are best delivered by other organisations on our behalf.

## Big idea 2: A New Deal with residents and businesses

Over the last year we've been talking to residents and businesses right across our district to explain the challenges facing us and understand what's important to them. We've explained how we need to change the relationship the Council has with them, reducing the dependency on our services and building social capital and community enterprise. We need to listen, support, enable and empower people. And we need to reduce the demand on our services, change expectations and behaviour.

We will do this by:

- **Education** – We can use lots of different ways to ensure people understand how they can take control of their lives and actions, help themselves and help others.
- **Nudge** – Through the design of our services we can encourage people to act in certain ways that are better for themselves, their communities and for us as a council.
- **Enforcement** – We will crack down on behaviour that adversely affects our communities and diverts our resources away from the things that matter.

## Big idea 3: Live within our means

Bradford, like many other northern metropolitan councils, is reliant on government grants to top up our funding; what we collect in Council Tax and Business Rates does not cover what we spend. In the future we will need to be more reliant on the money we raise locally as government grants get reduced. It is therefore vital that we increase our income if we are to protect the services people value and rely on.

- We need to **build our revenue base** through encouraging more businesses to set up here so we collect more in Business Rates. New housing aimed at skilled, working households will also bring in more Council Tax.
- We need to be more **commercially minded and innovative** in how we can attract funding.
- We will **invest in prevention and early intervention**. This will prevent costly problems occurring in the first place, intervening before problems become chronic and intractable.

# The big ideas in action

Case studies showing how we have been successful

# Good schools and a great start for all our children

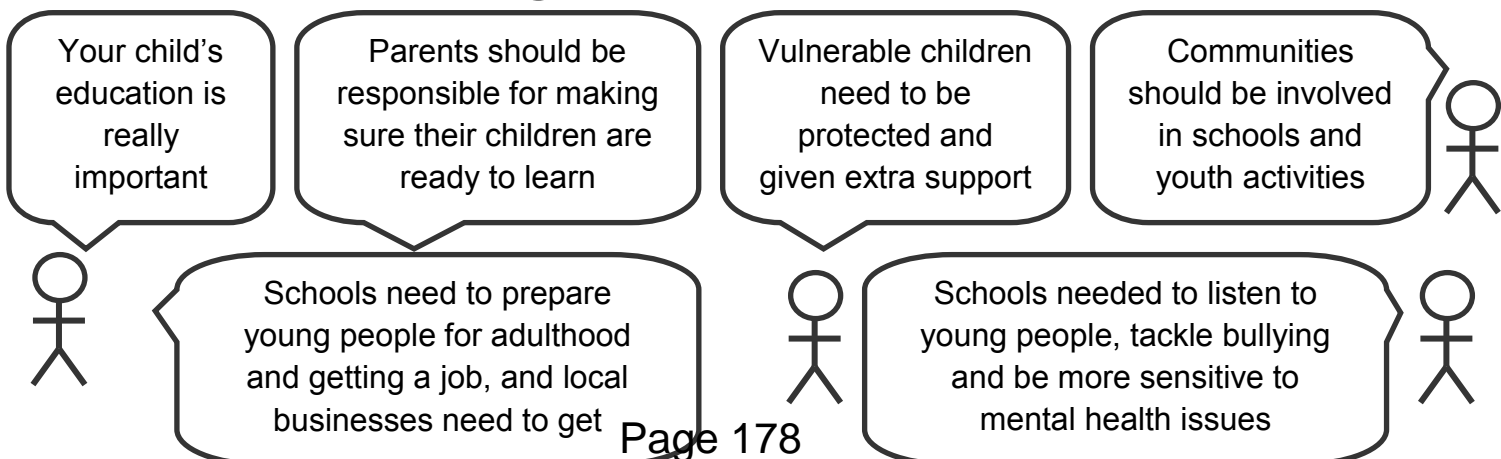
With 29% of the population aged under 20 Bradford is one of the youngest cities in the UK, but 24% of children are currently living in poverty. We want *all* our children and young people to achieve their ambitions and help make Bradford district a great place to live and work. Working alongside our partner organisations within the Children’s Trust, parents, children and businesses, we have five priority areas for action:

- Ensuring that our children start school ready to learn
- Accelerating educational attainment and achievement
- Ensuring our young people are ready for life and work
- Safeguarding vulnerable children and young people – including those at risk of sexual exploitation
- Reducing health and social inequalities – including tackling child poverty, reducing childhood obesity and improving children’s oral health

## What we do day to day



## You’ve been telling us





# What we are working on

Enabling young people to move around the district as independently as possible

Early Help

Virtual School

Clustering Children's Centres

Schools led approach to school improvement

Review of school nursing

# What you'll notice

Greater promotion of travel training to increase children's independence

## You should...

- Value and take responsibility for your own education – it's your life, your future
- Make sure your child attends school, is there on time and isn't absent without the school's agreement
- Get your child a nursery place
- Get involved in your children's education, encouraging and celebrating their learning
- Be our eyes and ears to help protect children at risk



I volunteer for a youth sports club



I'm a foster carer



I make sure my kids brush their teeth properly

## Lots of little things...



I make learning fun at home – I read, count and play every day with my young child



I get involved in out of school activity



I provide apprenticeships for local young people



I provide meaningful work placements to local schools



I'm a school governor



I make sure my kids eat healthy meals



## add up to something great!

Share what you're doing... join in the conversation #twitterhandle

### Supporting Plans

Children's and young people's plan  
Health & Wellbeing Strategy  
Education Covenant

### District measures of success

Schools classed as good or better by OFSTED  
Educational attainment  
Child poverty

### Council measures of success

Time taken to hold child protection conferences

# Better skills, more good jobs, and a growing economy

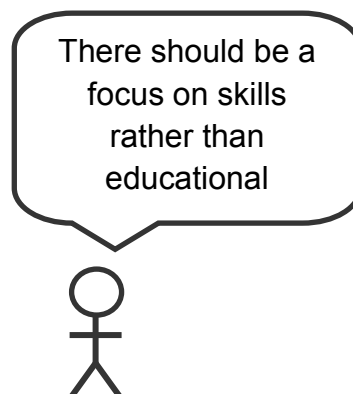
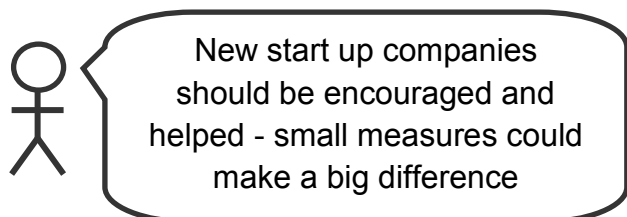
Increased prosperity, more good jobs and successful businesses means fewer people relying on services, fewer people claiming benefits and higher living standards for everyone. Our growing population of young people means by 2021 the district needs 26,000 new jobs to match national rates of employment. Working alongside our partner organisations, including local businesses, as part of the Producer City our priorities are:

- Creating the conditions for business – including improving our transport and digital infrastructure, and a vibrant, prosperous city centre
- Making innovation and skills central to our economy – ensuring that there is access to education, employment and higher skills for all
- Trading on our culture of enterprise – building on our strengths and assets to compete in a global economy

## What we do day to day



## You've been telling us



# What we are working on

City centre  
railway stations  
masterplan

Digital health  
enterprise  
zone

Review of  
council car  
parks

Canal Road  
Corridor

Keighley  
townscape  
heritage  
initiative

No.1 City  
Park  
Super  
connected  
cities

Online and  
digital tourism  
promotion

The old  
Odeon  
Building

City centre  
growth zone  
Markets  
Initiative  
Scheme

New  
Railway  
stations

Business Rates  
relief scheme  
for town  
centres

# What you'll notice

Winter gritting  
focussed on main  
routes

New businesses  
in the city centre,  
including the  
regeneration of  
Broadway

Council car park charges  
will become more locally  
consistent and set a level  
to encourage economic  
development

A greater  
emphasis on  
digital ways  
to promote  
tourism

More job  
opportunities  
in the city  
centre

New rail  
station at  
Low Moor

# You should...

- Be ambitious for yourself and your family

# Lots of little things...

I'm proud of Bradford and I'm always telling people how great it is

I look after my grandkids whilst their parents go out to work

I use public transport, it helps ease congestion

I like learning new skills

I've joined a car club

I shop local and always enjoy the regular events that get put on

I like visiting the local tourist places

**add up to something great!**

Share what you're doing... join in the conversation #twitterhandle

## Supporting Plans

Core Strategy (the local planning framework)  
Local Transport Plan  
City Plan  
Airedale Masterplan  
Saltaire Management Plan  
Children & Young People's Plan

## District measures of success

Skill levels  
Number of jobs  
Employment rate  
Value of local economy

## Council measures of success

Number of people assisted into employment  
Number of jobs helped to create

# Better health, better lives

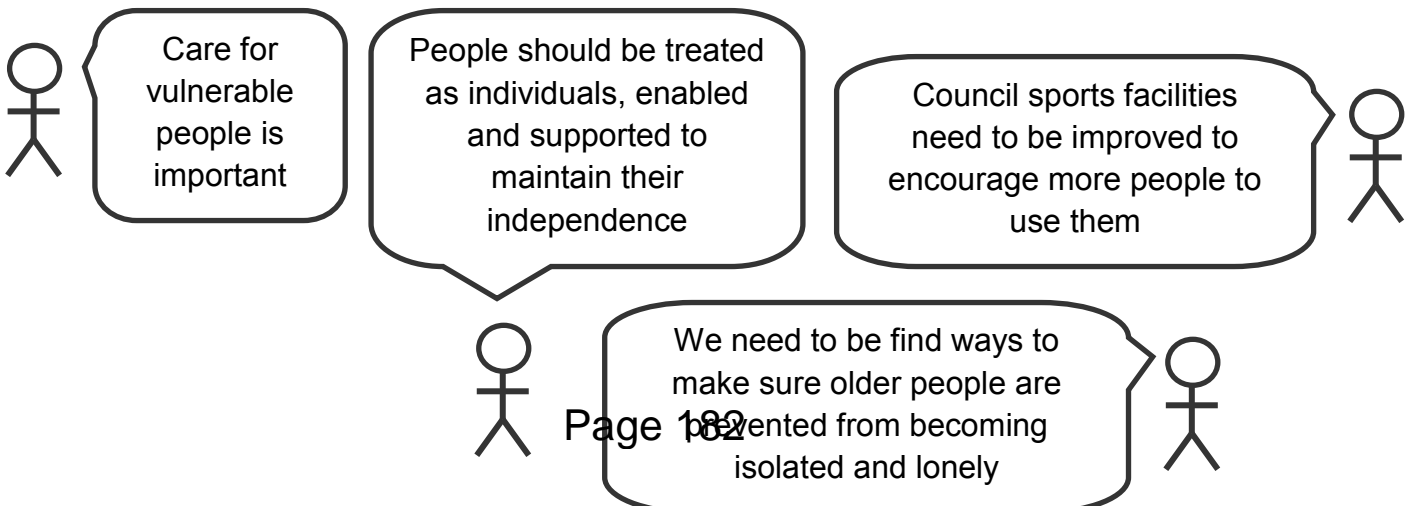
In general people are living longer than ever before, but our challenge is to ensure *everyone* is able to enjoy good health and a good quality of life *whatever age* they are and *wherever in the district* they live. Health inequalities are stark, it is estimated that on average a child born today in a deprived part of the district may live 10 years less than a child born in the most affluent areas. With a focus on tackling health inequalities we are working alongside our partner organisations on the Health & Wellbeing Board to achieve the following priorities:

- Improving the mental health of people in Bradford
- Improving the health and wellbeing for people with physical disabilities, learning disabilities, sensory needs and long term conditions
- Improve diagnosis, care and support for people with dementia
- Promote the independence and wellbeing of older people
- Reducing harm from preventable diseases caused by tobacco, obesity, alcohol and substance abuse
- Reducing mortality from cardiovascular disease, respiratory disease, diabetes and cancer
- Supporting independence and preventing homelessness

## What we do day to day



## You've been telling us



## What we are working on

Sports centre investment  
 Getting prepared for Universal Credit  
 Reducing reliance on Bed & Breakfast accommodation for homeless people  
 Family weight management service

Promoting self-care  
 Increasing the use of personal care budgets  
 Investing in new assistive technology and equipment to increase independence  
 Creating great places where people can live as they grow older

Improving air quality  
 Developing innovative ways to support people who suffer from mental ill health  
 Improving the ways information is shared between social care and health services

## What you'll notice

Assistance for people moving to Universal Credit  
 More people living independently being less reliant on social care and health services  
 4 brand new sports centres, including a city centre pool  
 New Extra Care housing developments in the district  
 On-line booking of sports facilities  
 Using technology to provide new ways for people to have face to face consultations with services  
 People who suffer from mental ill health receive tailored support from services  
 More information about how to look after yourself  
 Better sharing of information between health and social care services  
 New temporary accommodation for homeless people at Clergy House

## You should...

- Take responsibility for your own health
- Look after your friends and family

## Lots of little things...

I walk or cycle for short journeys instead of using my car, it keeps me active  
 I got help to stop smoking  
 I showed my granddad how to use an Ipad  
 I take the time to chat to my elderly next door neighbour  
 I enjoy jogging round my local park, it's a lovely space and I meet other people  
 I've cut down on fast-food and sugary drinks  
 I joined a club and made lots of new friends

## add up to something great!

Share what you're doing... join in the conversation #twitterhandle

### Supporting Plans

Health & Wellbeing Strategy  
 Health Inequalities Action Plan  
 Food Safety Plan  
 Air Quality Plan  
 Sports Hall Access Strategy  
 Emergency Management Plans  
 Housing & Homelessness Strategy  
 Food Strategy

### District measures of success

Life expectancy  
 Out of work benefits

### Council measures of success

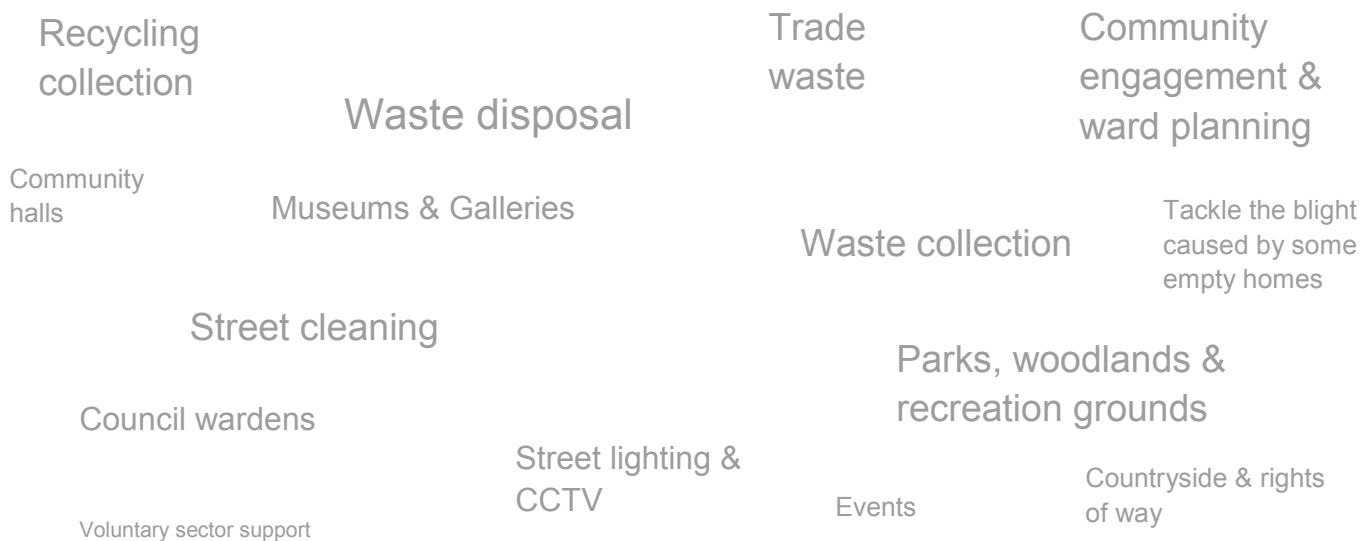
The effectiveness of reablement  
 Average days to process Housing Benefit

# Safe, clean and active communities

Right across the Bradford District people are working with pride and passion to make the district a safer and cleaner place where everyone can play an active role in their community. Mirroring national trends, crime rates have reduced significantly over the past 10 years, but 23% of residents still have high negative perceptions of anti-social behaviour. Littering is a problem on many streets and recycling rates need to increase to overcome the increasing costs associated with household waste. Working alongside residents, businesses and our partner organisations including the Stronger Communities partnership, our priorities are for:

- Minimising waste –through increasing recycling and reducing the costs of waste disposal
- Community safety – tackling domestic violence, human trafficking and exploitation, anti-social behaviour and burglary
- Stronger, active communities and community relations
- A thriving cultural offer

## What we do day to day



## You've been telling us



# What we are working on

Cliffe Castle park restoration

Reducing costs on flower beds

Upgrading street lighting to LEDs

Library services provision

Redesigning youth services

Better targeting of street cleaning

Review of enforcement/uniformed staff with Police

Minimising waste sent to landfill

Review our trade waste services

Culture company

# What you'll notice

We'll encourage more people to recycle more of their waste

We'll crack down on littering

Multi-disciplinary neighbourhood teams

Flower beds replaced with perennials

More community run libraries

Alternate weekly collections for waste and recycling

Community groups taking responsibility for flower beds

In some places street lighting will switch off at night to save energy

Cashless payments for trade waste services

More community involvement in delivering youth activities

## You should...

- Sort your waste at home into the correct recycling bins
- Use litter and recycling bins or take your rubbish home - don't drop litter, gum or cigarette butts
- Pick up your dog waste and dispose of it correctly
- Be our eyes and ears and report anti-social behaviour



I cleared my elderly neighbour's path of snow

## Lots of little things...



I help run a library

Our staff team building days help the local community



I take pride in the area outside my business. It makes good business sense!



My business has reduced packaging, it's actually saved us money and good for the environment too.



Me and my neighbours help pick up litter on our street



I run a club for young people



I'm part of our local In Bloom group

## add up to something great!

Share what you're doing... join in the conversation #twitterhandle

### Supporting Plans

Individual ward plans  
 Community of Interest plans  
 Community Safety Plan  
 Stronger Communities Plan  
 Prevent Action Plan  
 Woodland Plan  
 Empty Homes Plan  
 Environment & Climate Change Strategy

### District measures of success

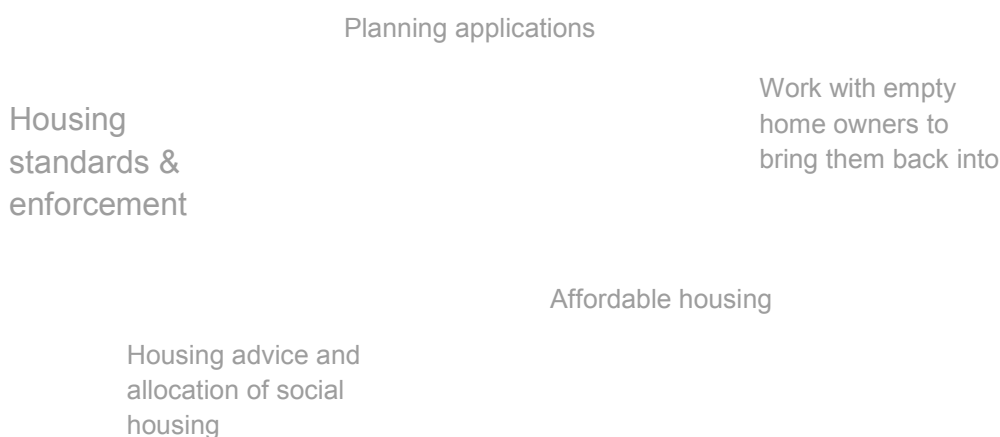
Crime rate  
 Level of street litter  
 Living harmoniously together  
**Council measures of success**  
 Street lamp faults  
 Missed waste collections

# Decent homes that people can afford to live in

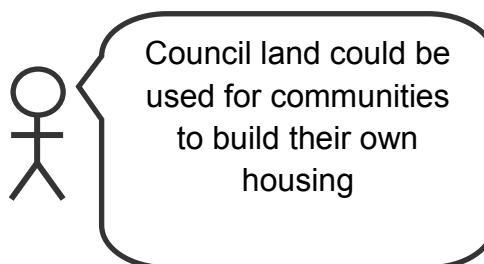
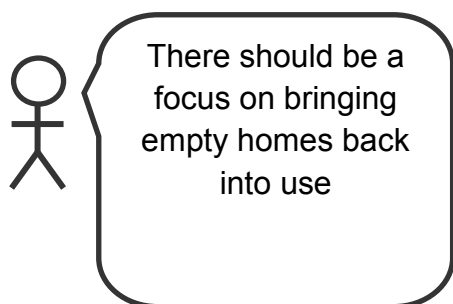
Everyone in Bradford should have a place to call home. A growing population suggests that we will need around 2,200 additional new homes *each year* across the district. Compared to neighbouring authorities, housing is relatively cheap, but because many households have low incomes affordability can still be a problem, and this can have a knock on effect on the quality of housing. Working alongside residents, private landlords, housing developers and our partner organisations in the Bradford Housing Partnership, our priorities are for:

- More homes
- Safe and healthy homes
- Affordable homes

## What we do day to day



## You've been telling us





# What we are working on

Using Government funding to install gas central heating for fuel poor households

Tapping into utility company funding to insulate private homes in deprived areas

Working with the voluntary sector to provide energy advice to vulnerable householders

Energy Made in Bradford

Housing Options Transformation

# What you'll notice

Council developed new homes for Affordable Rent in Bradford, Keighley and Baildon

Fuel poor private homes insulated in Holme Wood, Thorpe Edge and Wyke

Better housing advice services

300 vulnerable households

Community energy generation opportunities

given advice and help to reduce their fuel bills  
A Bradford utility company offering market leading tariffs for pre-payment customers

# You should...

- Make sure you meet legal requirements if you let out property
- If you rent your home, look after it as per your tenancy agreement
- Use your Housing Benefit/Universal Credit to pay your rent on time



I got my house insulated and replaced my old boiler, our bills are much lower now

# Lots of little things...

I helped my elderly mum get rid of trip hazards in her home, like rugs and trailing wires

I get involved in local neighbourhood planning



I get my gas appliances checked and serviced by a qualified person every year

I got a bank account so my housing benefit pays my rent automatically



I made sure I knew my rights before signing my tenancy agreement



I've learnt how to lower my fuel bills but still keep warm



# add up to something great!

Share what you're doing... join in the conversation #twitterhandle

## Supporting Plans

Core Strategy (Planning Framework)  
Housing & Homelessness Strategy  
Empty Homes Plan  
Great Places to Grow Old

## District measures of success

Growth in housing stock  
Average house prices

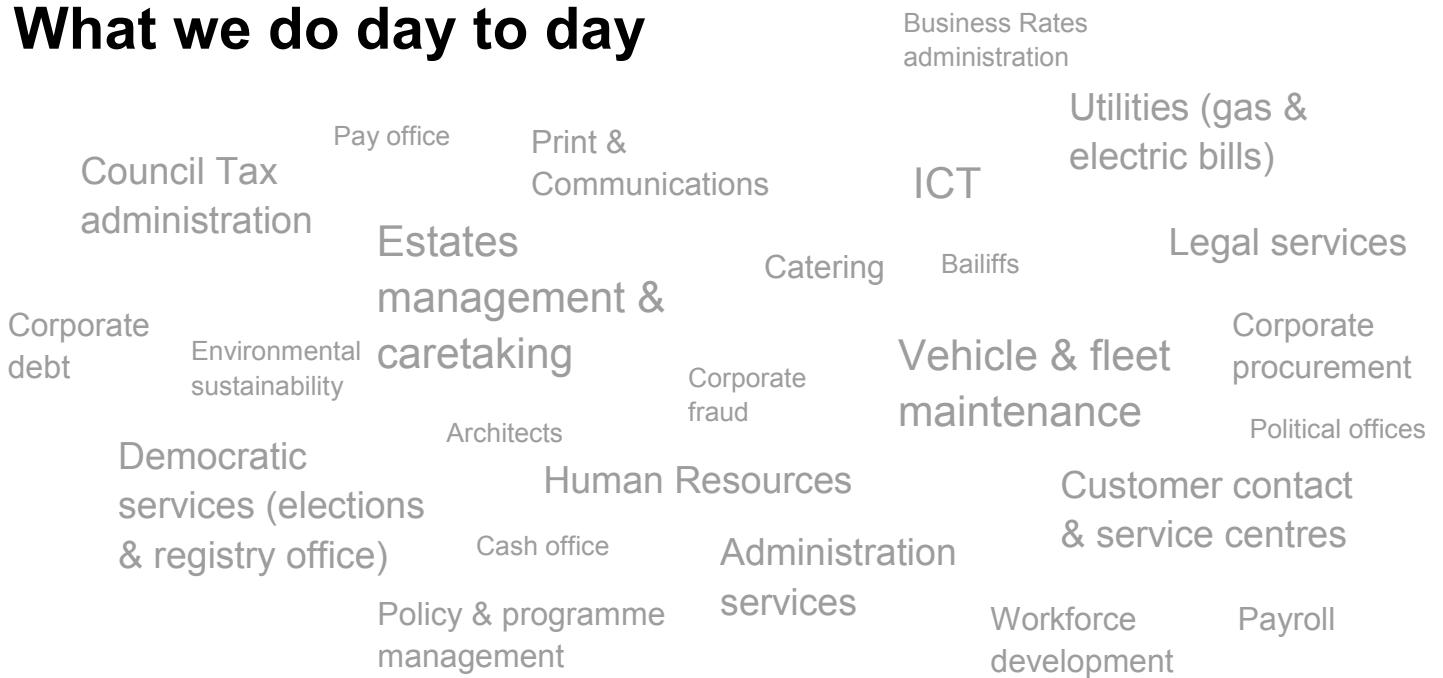
## Council measures of success

Number of homes helped to improve  
Affordable homes delivered by the Council

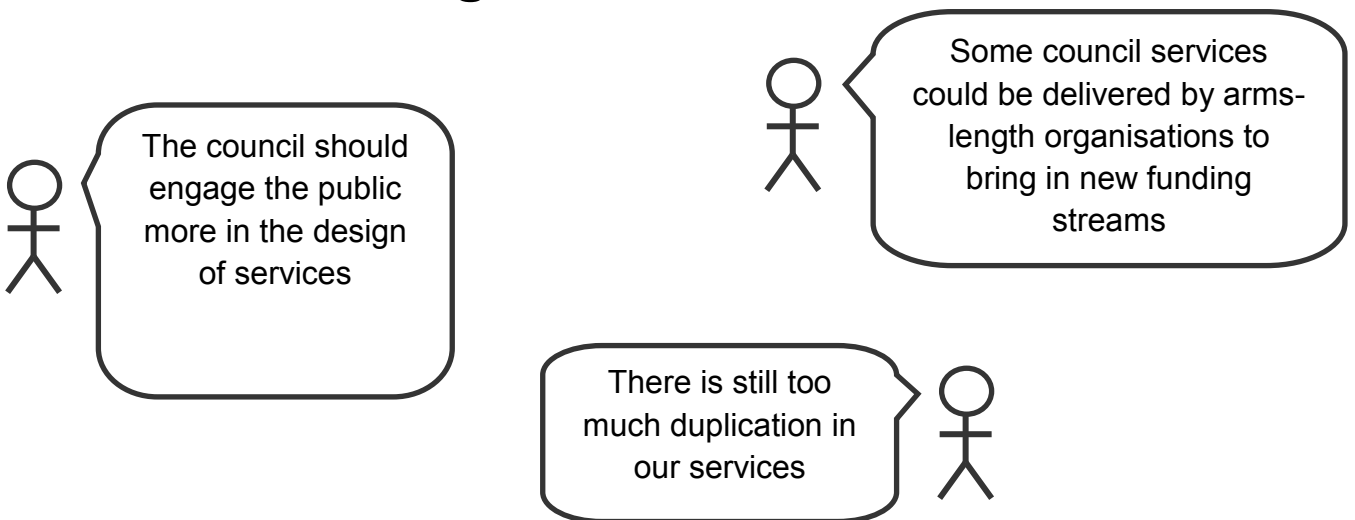
# Enabling our outcomes

Behind the scenes we have supporting services that enable our front line services to operate; we call these our *Enabling Services*. They help manage our finances, staff, buildings, vehicles and technology; and they do really important things like run elections and collect the taxes that make all this happen. Behind the scenes we're busy trying to make our Council better and more efficient. Some things you may notice, like more services being delivered on-line, via smartphone apps or through new technology, and others you may not, like making our buildings more energy efficient.

## What we do day to day



## You've been telling us



## What we are working on

Energy management system for council buildings

A new performance management framework

Better use of data & intelligence

Solar panels

Rationalisation and standardisation of IT systems

Redesigning customer contact

Rationalising the number of council buildings

Reduced cash use

Reduced office cleaning

Increased use of YORTender

School energy audits

Learning from others through peer reviews

Improving collection of local taxation

## What you'll notice

A new council website that is easier to use

Jacobs Well and Future House offices closed

More staff in the city centre hot desking and working flexibly

More services being delivered on-line, through Smartphone Apps or via new technology

Increased emphasis on collection of local taxation

Greater emphasis on employees to keep their work area clean  
More informed decision making

## You should...

- Pay your bills on time
- Look at our website before contacting us – you might find the answer you are looking for.
- Download our Smartphone App for useful information on the go.

### Supporting Plans

Medium Term Financial Strategy  
Organisational Development Plan  
IT Strategy  
Digital Strategy  
Performance Management Framework  
Programme & Project Management Framework  
Budget Delivery Programme  
Heating Strategy  
Flexible Working  
Corporate Travel Plan  
Equality Action Plan

### Council measures of success

Council Tax and Business Rates collection  
Staff sickness  
Complaints about the council

## We will also

- Produce an annual report and mid-year report to publish our performance and keep track of progress on the things we said we would do
- Refresh this plan each year to make sure it's up to date.

# Together we are Team Bradford

Whether you're a Councillor, member of staff, a volunteer who helps us deliver our services, one of our suppliers, or the employee of one of our contracted services; we all have a part to play in delivering a better Bradford Council.

And the Council cannot do this alone, we need to work alongside national Government, our neighbouring authorities, partner organisations, local businesses, communities and residents...in fact, anyone who has a connection to Bradford.

**Together we are Team Bradford. Together we can make a better Bradford.**

## Our Staff

Our staff are our most important asset. Without you nothing will happen. But we also recognise this is a very challenging and uncertain time for staff. Despite relentless financial and workload pressures staff across the Council have knuckled down and shown hard graft, resolve and enterprise. For that we thank you.

### Our values

In order to continue deliver services in the future our organisation needs to be the best it can be, and every member of staff has a role to play. Every member of staff should know and work within our values:

#### **Honesty, trust and respect**

There are key legal responsibilities we need to work within.

The **Freedom of Information Act** gives a general right of access to all types of recorded information held by public authorities, including Bradford Council. Our key decision making bodies publish their agendas and minutes in the public domain. We are also committed to Open Data.

The Council has **Information Governance** arrangements to ensure we keep personal information safe under the Data Protection Act. Everyone managing and handling personal information needs to understand their responsibilities in complying with the Data Protection Act. All staff should complete mandatory Information Governance training each year.

We will also listen to our communities, and get them involved in service design. We will continue to encourage people to contact us to tell us their experiences, and we will consult on policy changes.

#### **Fairness and equality**

We are committed to promoting equality and diversity - as an employer, in the services we provide, in partnerships, and in the decisions we make. Our aim is to ensure that people are treated fairly and with respect. We have legal responsibilities relating to equality but we see these as the

minimum requirement. We also understand the wider benefits of improving everyone's quality of life and our social responsibility. Every member of staff should understand our equality policy and how it applies to their work.

### **Value for money**

Getting good value for money ensures that we spend our money in ways that achieves maximum effectiveness in relation to cost. This does not necessarily mean seeking the cheapest option.

We have **procurement policies** in place to ensure we get good value for money from our contractors and suppliers. All staff involved in purchasing supplies, equipment or services should be fully compliant with our procurement arrangements.

### **Innovation and Improvement**

Every member of staff has a role to play in helping us innovate and improve our services; indeed it is often the staff on the front-line that experience those things that seem inefficient and need improving. We will work with and encourage all staff to suggest ideas on how to improve services.

Our **Performance Management Framework** will help identify and tackle poor performance, and we have **Programme and Project management** guidelines to ensure we can implement new working practices effectively.

### **The Staff Challenge**

How many can you achieve?

- 1) **Make a difference** – Know how the work you do contributes to us achieving our outcomes
- 2) **Change your mind-set** – No-longer can we afford to keep doing things for people, think about how you can change the way you do things to work alongside people instead.
- 3) **Can do** – If staff, residents, communities or businesses are coming to you with ideas that could help us meet our district outcomes, do what you can to help, point them in the right direction and try not to block.
- 4) **Be brave** – How can you challenge yourself to improve? Can we trust people more to do the right thing? How can we be better at taking on calculated risks?
- 5) **Get outside the box** – Work with whoever you need to, to do the best job you can. That means working alongside people outside your team, service, department and outside the Council.

Your knowledge, enterprise and energy will play a critical role in securing the wellbeing of our communities and our economy, not just today but for future generations.

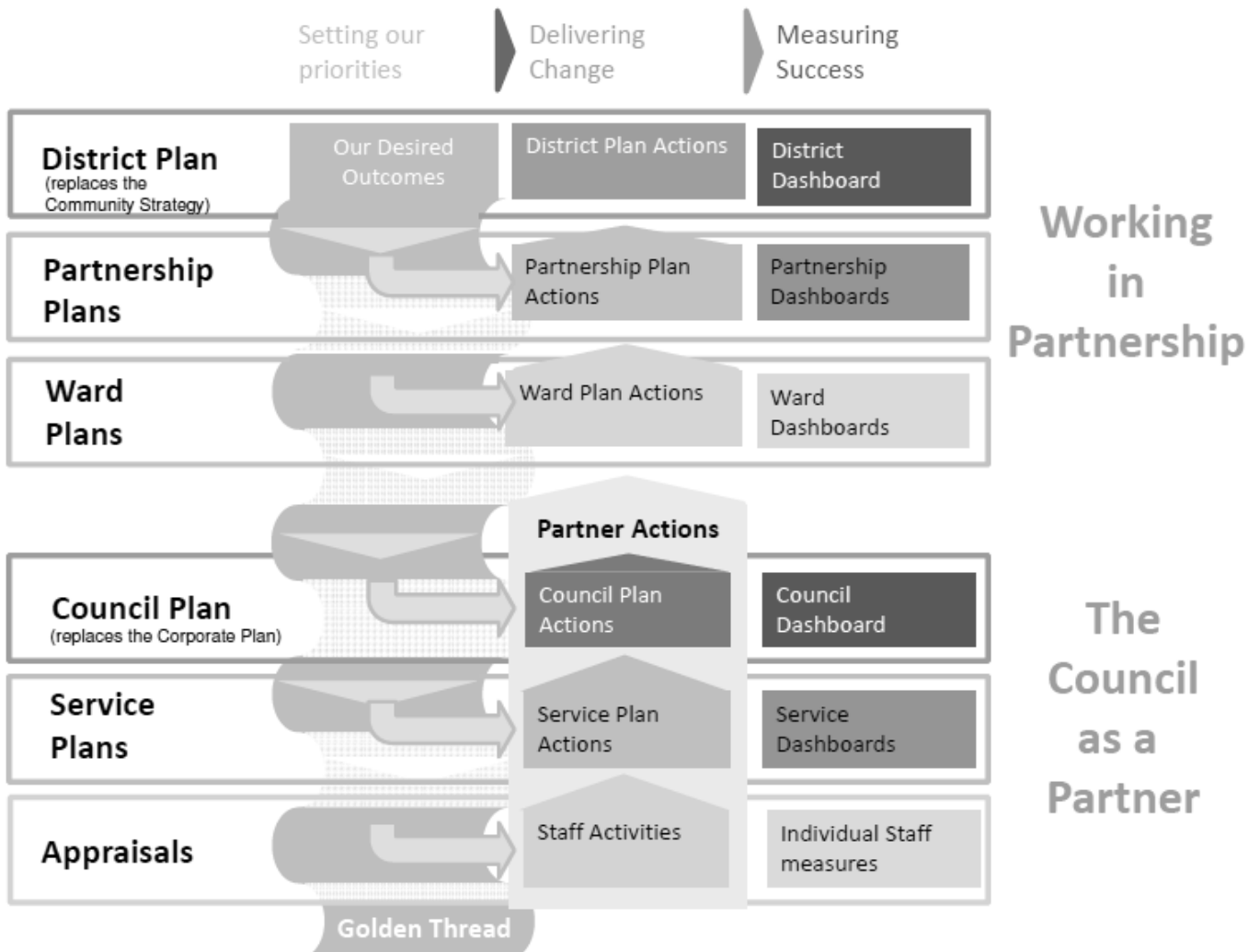
## **Working alongside you...**

**If you would like to get more involved with what the Council does**, or thank our staff (or a particular member of staff) for their hard work and dedication we would love to hear from you.

- Contact us on our website [http://www.bradford.gov.uk/bmdc/contact\\_us](http://www.bradford.gov.uk/bmdc/contact_us)
- Make a nomination to the Service Excellence Awards scheme
- Tell the world #twitterhandle

# The Golden Thread

The Golden Thread represents the flow of our district priorities down through everything we do; through the Council Plan, Service Plans, right down to individual staff actions. This is how the Council Plan sits with our District Plan.



# Glossary

To be added

# A Better Bradford Council

## Purpose

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

## Outcomes

Good schools and a great start for all our children

Better skills, more good jobs and a growing economy

Better health, better lives

Safe, clean and active communities

Decent homes that people can afford to live in

Reducing inequalities and tackling poverty

A Very Important Principle

Honesty, Trust & Respect

Fairness & Equality

Value for Money

Innovation & Improvement

Values