

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Wednesday, 5 April 2017 at 5.30pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

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

Alternates:

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

Notes:

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

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Yusuf Patel

Phone: 01274 434579

E-Mail: yusuf.patel@bradford.gov.uk

To:



A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. MINUTES

Recommended –

That the minutes of the meeting held on 2 February 2017 be signed as a correct record (previously circulated).

(Yusuf Patel – 01274 434579)



4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel - 01274 434579)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

No referrals were made at the time of the publication of the agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. MANAGING ATTENDANCE

1 - 10

The Director of Human Resources will submit a report (**Document “AO”**) which provides an update with regards to managing attendance Authority Wide as requested in the Committee Resolution of 3 February 2016.

The report illustrates an Authority Wide overview with Departmental actions outlined.

Recommended –

- (1) That the Corporate Overview and Scrutiny Committee considers the report and challenges to both sustain and further improve performance.**
- (2) That all Departments continue to prioritise sickness absence and maintain all efforts to further improve performance.**

(Michelle Moverley – 01274 437883)



7. INCOME STREAMS OF ADULT AND COMMUNITY SERVICES AND CHILDREN'S SERVICES 11 - 20

At the Corporate Overview and Scrutiny meeting held on 3rd November 2016, a request for a more detailed report on the income streams of both Adult and Community Services and Children's Services was made following the presentation of Document V - Report on Income generated by Council Services from fees and charges.

The Strategic Director Health and Wellbeing will submit a report (**Document "AP"**) which details the income streams of Adult and Community Services and Children's Services.

Recommended –

That members consider the content of the report

(Wendy Wilkinson / Raj Sing - 01274 434163/2465)

8. COUNCIL TAX COLLECTION 21 - 30

The Strategic Director Corporate Services will submit a report (**Document "AQ"**) which details the performance of Council Tax collection and the Council Tax Reduction scheme, and the current and future challenges affecting council tax collection and council tax support arrangements.

Recommended –

(1) That the Committee notes the on-going work to both increase council tax collection and to support the District's most vulnerable residents.

(2) That the Committee consider the issues highlighted in the report and express its views on the development and delivery of future Council Tax Support arrangements.

(Martin Stubbs - 01274 432056)

9. IMPROVING OUR CORPORATE APPROACHES TO CONSULTATION 31 - 44

The Chief Executive will submit a report (**Document "AR"**) which provides information on the review and improvement of the corporate approach to consultation and engagement.



Recommended –

- (1) The views, comments and observations of the Corporate Overview and Scrutiny Committee on the consultation improvement plan are requested.**
- (2) Members are asked for their perspectives of the corporate approach to consultation and to identify what information and training needs they may have.**

(Fiona Natarajan – 01274 434812 / Kate McNicholas - 01274 431761)

10. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2016/17 45 - 58

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “AS”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2016/17.

Recommended –

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

(Mustansir Butt – 01274 432574)

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



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Report of the Director of Human Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 5 April 2017

AO

Subject:

Managing Attendance

Summary Statement:

This is an update report with regards to managing attendance Authority Wide as requested in the Committee Resolution of 3 February 2016.

The report illustrates an Authority Wide overview with Departmental actions outlined.

Suzanne Dunkley
HR Director

Portfolio:

Leader

Report Contact:

Michelle Moverley, Head of Human Resources

Phone: (01274) 437883

E-mail: michelle.moverley@bradford.gov.uk

Overview & Scrutiny Area:

Corporate



1. SUMMARY

- 1.1. This is an update report with regard to managing attendance Authority Wide as requested in the Committee Resolution of 3 February 2016.
- 1.2. The report illustrates an Authority Wide overview with Departmental actions outlined.

2. BACKGROUND

- 2.1. The trend for days lost per full time equivalent employee has been as follows:

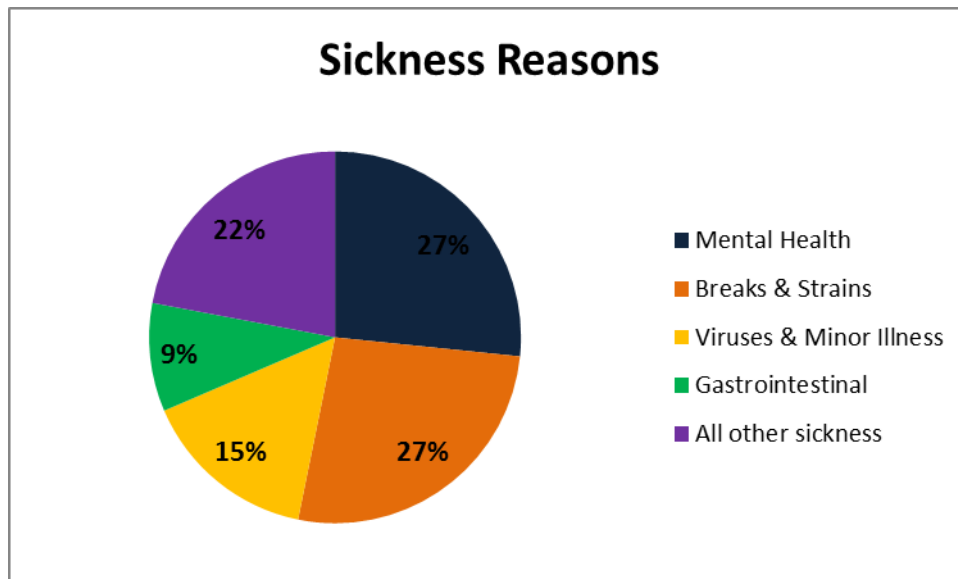
Year	Outturn
2005/06	14.29
2006/07	13.48
2007/08	12.56
2008/09	12.54
2009/10	11.44
2010/11	10.32
2011/12	10.10
2012/13	10.44
2013/14	10.09
2014/15	9.99
2015/16	9.59

3. OUTTURN 31 MARCH 2016

- 3.1 The outturn figure is the final average full time equivalent days lost per employee to sickness absence, following completion of all data returns and any amendments, at the end of the financial year.
- 3.2 Following completion of analysis at year end of March 2016 the outturn figure was 9.59 against 9.99 at March 2015. Sickness absence rates continued to improve.

4. PERFORMANCE AT DECEMBER 2016

- 4.1 The latest figures available at the time of writing this report for the 2016/17 year are to the end of December 2016.
- 4.2 At 31 December 2016 the actual outturn was 8.79 FTE days. The figure at 31 December 2015 was 8.65 FTE days. Showing a slight downturn from the same period of the year before.
- 4.3 The graph below shows that over half of sickness absence (54%) related to Mental Health or Musculoskeletal issues. Of the remaining, 15% related to viruses and minor illnesses and 9% to gastrointestinal problems. The other 22% is made up of a large number of different types of sickness. For sickness related to stress, the member of staff who is absent will specify whether they feel it to be work related or non work related.



- 4.4 Since the last report, the “Other” category has been removed as an option for classifying sickness. Managers now have to classify every sickness more accurately. This is to ensure that we can address the true underlying reason for the sickness absence. The removal of the “Other” category has resulted in significant increases in some areas such as Fracture/Strain/Musculoskeletal, Depression/Anxiety, Cold/Flu/Viral, and Mental Health Problems. There have been significant reductions in the percentage of sickness recorded as Stress Work Related and Back Problems.
- 4.5 Significant effort is being made by the HR Service, HRplus and managers to ensure that performance continues to improve to bring us back on track by the end of March 2017. During the period to the end of December 2016, 667 short term sickness absence cases (572 informal, 95 formal) and 504 long term sickness absence cases (490 informal, 14 formal) were opened by managers on the HRplus case system. These cases are where staff had crossed a Sickness Absence Management Policy trigger point. This is a significant increase from 2015 (205 short term sickness cases and 325 long term sickness cases). These figures show that there has been significantly increased engagement from Managers with the HRplus services.
- 4.6 During the same period (to the end of December 2016), 57 formal improvement notices to staff were issued in relation to short term sickness absence under the Sickness Absence Management policy.
- 4.7 There were 48 dismissals on capability grounds (21) or ill-health retirements (27) which is the same as for the same period last year.

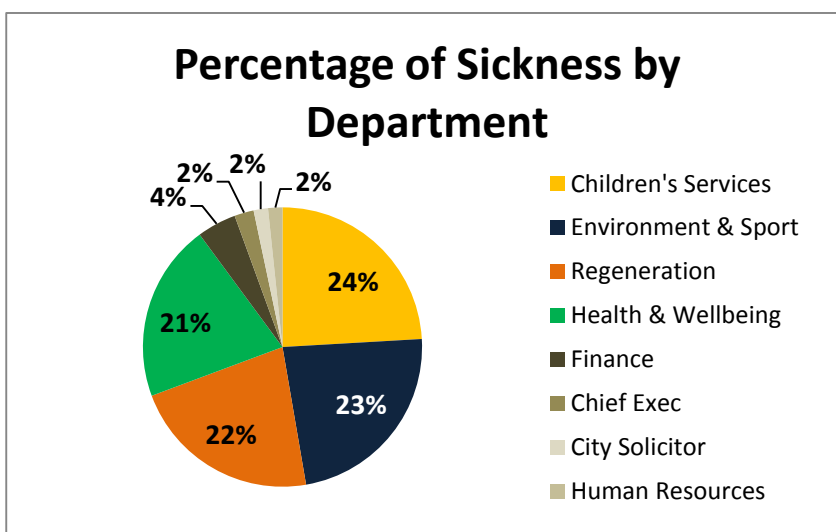
5. CORPORATE ACTIONS

- 5.1 CMT continues to focus upon sickness absence to ensure it is managed appropriately in order to protect front line services and jobs at a time of reducing budgets.
- 5.2 It should be noted that many staff have little or no sickness. Staff who have no sickness for a year are issued with a certificate to recognise this achievement. 2966 certificates were issued in 2015/16 out of a headcount of 8,882 which accounts for around a third of the workforce.

- 5.3 Over a quarter of absence is caused by mental health related issues so in April 2016, Bradford Council signed the “Time to Change” pledge. Time to Change is England's biggest programme to challenge mental health stigma and discrimination. The pledge involves tackling negative attitudes to mental health and aims to keep staff well for work. A number of employees have volunteered to champion Time to Change. Their role includes inputting ideas towards the implementation of the Pledge, providing support to those colleagues who may be experiencing mental health issues, challenging stigma associated with mental health and disseminating information on mental health issues.
- 5.4 The Council is also implementing a new Mental Health Policy detailing the Council's approach to staff mental health issues as well as Mental Health Training courses. A new e-learning course on mental health has been designed for both managers and employees and will be available shortly.
- 5.5 The HRplus service advises managers on the management of sickness absence. The service provides advice and support, progress chases cases and ensures consistency of application of procedures across all Departments. Management information from the system is being used to look at hotspots, interventions and areas needing follow up to ensure that appropriate actions are being taken within Departments.
- 5.6 The Employee Health & Wellbeing Service (EH&WB) continues to provide support for managers in dealing with both sickness absence management and preventative actions. Over the past year nearly 2000 referrals have been made to EH&WB. These referrals are from both Council and school based employees out of a headcount of around 12,000 staff. Managers are provided with advice on how best to enable employees to return to work where applicable or are advised where employees are medically unfit for work.
- 5.7 Departmental Management Teams continue to have health and wellbeing on their agendas on a monthly basis. The HR service provides appropriate MI and analysis on sickness absence to support this. To enable them to manage this effectively Departments are also able to draw down their own statistical data from the SAP system.
- 5.8 A review of compliance with existing sickness policies continues to be undertaken by HRplus. The findings will be fed back to CMT and cascaded by Strategic Directors into Departments with any follow up actions will be undertaken
- 5.9 Previously a campaign was run with HRplus to reduce the amount of Long Term Sickness. A similar campaign is currently being developed on short term sickness working with HRplus and managers.
- 5.10 In 2016 the role of the Departmental Champions group was reviewed by the Chair and the Director of HR. It was determined that the original purpose of the group and its remit needed to be revised and to ensure that this now fits with the Departments following the Senior management restructure. A report will therefore be going to CMT in April proposing further actions and initiatives to address absence management, to re-focus on how the agenda is managed within Departments and consider the need for a wider authority group.

6. DEPARTMENTAL UPDATES

- 6.1 There has been a restructure of Departments since the last report which has resulted in a new Department of Health and Wellbeing being created. This Department consists of the former Adult Services, Public Health and Environmental Protection.
- 6.2 More restructuring of Departments was implemented in January 2017, however, sickness data is not yet available relating to the new Departments so this report is structured around the Departments as they existed as at December 2016.
- 6.3 The graph below shows that, predictably, 90% of sickness occurred in the 4 largest Departments; Children’s Services, Environment and Sport, Regeneration and Health and Wellbeing.



Below are details relating to the actions being taken in these departments.

6.4 Department of Children’s Services – (1407.23 FTE)

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
10.05	9.03

Children's Services monitor sickness at all levels, through the quarterly manager’s forum, Children's Services Management Team (CSMT) and ultimately through DMT. Individual sickness is discussed in supervision with all staff and monitored by Heads of Service.

For information, our next CSMT will focus on departmentally agreed strategies to tackle sickness, which we acknowledged to be high within the department.

6.5 **Department of Environment and Sport – (1620.67 FTE)**

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
7.40	7.90

6.6 **Department of Regeneration– (1509.99 FTE)**

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
8.59	8.69

Key Departmental Actions:

These Actions apply to the former Departments of Environment & Sport and Regeneration which have now merged to form the Department of Place.

- In the Department of Environment and Sport managing attendance was discussed at the Departmental Management Team quarterly. Data was presented at a service and team level showing days lost by sickness and the reason for the sickness. Key issues were identified and Assistant Directors agreed measures to tackle sickness through Senior Management Team meetings. The management of sickness in the Department of Regeneration was overseen by a cross-departmental assurance board which included regular detailed management information for use in management team meetings. Particular areas of focus were on the high level of muscular skeletal disorders and the impact of long and short-term sickness. To ensure consistency and accuracy of reporting in respect of sickness to the new Department of Place, the Departmental Attendance Champions for the former Departments of Regeneration and Environment and Sport have met to agree a new report format.
- In both former Departments the following have been the main reasons for sickness: fracture/sprain/muscular, back problems and issues relating to stress and depression/anxiety. Manual handling training continues to be undertaken and referrals to Employee Health and Wellbeing are made in a timely manner with stress risk assessments being undertaken and reasonable adjustments and phased returns put in place as appropriate.
- Monthly managing attendance meetings continue to be held with 4th tier managers from a Service with poorer attendance. As well as considering trends, solutions to individual cases, particularly relating to long-term sickness, are sought.
- Work is currently being undertaken to identify good practice relating to managing attendance in the Department of Environment and Sport. It is proposed to extend this to include the former Department of Regeneration and to present the recommendations to the Departmental Management Team with a view to rolling them out to all managers in the Department of Place. There will be a particular emphasis on measures to deal with long-term sickness.
- Training for 4th and 5th tier managers has been delivered, focussing on soft skills training to enable managers to more effectively support staff when they are off

sick. It is proposed to evaluate this work and to set up focus groups of managers to establish what further training or support would assist them to manage attendance.

- A new departmental target for sickness will be set and the trend will be measured against this over the course of the next financial year.

6.7 Health and Wellbeing (1078.76) FTE

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
11.19	10.55

Key Departmental Actions:

- The department remains focused on improving the level of absence from work through Ill health. The topic is a standard agenda item on team meetings throughout the department with supporting information on reasons for absence and cost to that particular team and the department.
- Data evidencing the main reasons for absence are discussed and action taken to minimise any further risk.
- One to one discussions are held with colleagues exploring ways to get them back to work earlier on alternative or amended duties.
- Managers continue to demonstrate an understanding of the department’s strategic approach and demonstrate a good level of compliance with the council’s sickness absence procedures ensuring accurate recording, that return to work interviews are held and recorded and referrals are made to Employee Health and Wellbeing in both response to someone’s absence but also in a proactive approach to someone’s health and wellbeing preventing absence from work.
- Members of the senior team have a monthly forum to discuss particular trends and analysis of data produced by HR and HRplus.

6.7 The new Department of Corporate Services includes the services outlined below. 10% of sickness occurred in these Departments.

Department of Finance – (564.15 FTE)

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
4.71	6.41

Department of Chief Executives – (244.47 FTE)

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015

5.72	4.50
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Department of Human Resources – (171.76 FTE)

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
5.76	5.43

Department of Legal & Democratic Services (City Solicitor) – (97.28 FTE)

FTE sickness for April to 30 December 2016	FTE sickness for April to 30 December 2015
10.06	7.64

Key actions:

The Department of Corporate Services will continue to operate a group of managers from each of the service areas above to ensure consistency of application in what is now a large Department. The Department of Finance has significantly improved performance so far in 2016/17 and this group will ensure that good practice is disseminated to ensure all services can seek to significantly improve their performance as has been the position in the Department of Finance so far in 2016/17.

7. FINANCIAL & RESOURCE APPRAISAL

The Council continues to address the cost of sickness absence by the management of this agenda.

The cost of sickness absence is twofold in terms of both human and financial factors. The human cost is the impact of absence on other colleagues in terms of covering additional workloads.

The financial impact is clearly the cost of the absence and the fact that work does not get undertaken or it incurs additional expenditure within some departments due to the nature of the service and the need for absences to be covered to ensure that frontline services can be delivered to the citizens of Bradford.

It is difficult to determine the additional costs the Council incurs to cover for sickness absence as such activity is combined with other service coverage issues such as annual leave or workload pressures. Departments can cover absence in a number of ways such as reprioritising work, cover with existing staff or identifying additional staffing resources.

A number of services cover long term sickness absence through the use of casual staff and overtime. These Departments are predominantly Children’s Services, Health and Wellbeing and Place.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

8.1 Departments continue to manage sickness absence through their DMTs and management structures.

8.2 Attendance management forms part of the Councils overall performance framework and is monitored through CMT.

9. LEGAL APPRAISAL

None

10. OTHER IMPLICATIONS

None

10.1 EQUALITY & DIVERSITY

None

10.2 SUSTAINABILITY IMPLICATIONS

None

10.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

10.4 COMMUNITY SAFETY IMPLICATIONS

None

10.5 HUMAN RIGHTS ACT

None

10.6 TRADE UNION

The Trade Unions are an integral part of the Attendance procedures in supporting employees as appropriate.

10.7 WARD IMPLICATIONS

None

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

None

11. NOT FOR PUBLICATION DOCUMENTS

None

12. RECOMMENDATIONS

- 12.1 The Corporate Overview and Scrutiny Committee considers the report and challenges to both sustain and further improve performance.
- 12.2 That all Departments continue to prioritise sickness absence and maintain all efforts to further improve performance.

13. APPENDICES

None

14. BACKGROUND DOCUMENTS

- Corporate Overview and Scrutiny Report – 3 February 2016

Report of the Strategic Directors of Health and Well-being and Children's Services to the meeting of Corporate Overview and Scrutiny Committee to be held on 05th April 2017.

AP

Subject:

Income Streams of Adult and Community Services and Children's Services

Summary statement:

At the Corporate Overview and Scrutiny meeting held on 3rd November 2016, a request for a more detailed report on the income streams of both Adult and Community Services and Children's Services was made following the presentation of Document V - Report on Income generated by Council Services from fees and charges.

This report details the income streams of Adult and Community Services and Children's Services.

Bev Maybury – Strategic Director – Health and Well-being

Michael Jameson – Strategic Director – Children's Services

Report Contact: Wendy Wilkinson – Business Advisor – Adult and Community Services

Phone: (01274) 434163

E-mail: wendy.wilkinson@bradford.gov.uk

Report Contact: Raj Singh – Business Advisor – Children's Services

Phone: (01274) 432465

E-mail: raj.singh@bradford.gov.uk

Portfolio:

Health and Well-being

Children's Services

Overview & Scrutiny Area:

Corporate



1. SUMMARY

- At its meeting on 3rd November 2016, Corporate Overview and Scrutiny Committee requested further information on the income streams of both Adult and Community Services and Children's Services. This followed the presentation of Document V - Report on Income generated by Council Services from fees and charges.
- This report gives further details of the income streams from both of the departments.
- Income from Adult and Community Services comes from four main income streams and the budget for 2016/17 is £37.7m
- Income from Children's Services comes from 5 main income streams and the budget for 2016/17 is £454.9m.
- In addition, the Health and Wellbeing department includes Public Health and Environmental Health. The ring fenced grant for 2016/17 is £44m. There are also other income streams of a Community Safety grant of £0.5m and income from premises and licences of £1m.

2. BACKGROUND

2.1 Adult and Community Services

2.2 The department has four main areas of income and the table below gives a summary of those:

Income Stream	Outturn 2015/16	Budget 2016/17	Forecast December 2016	Variance
Grants	(4,518,220)	(2,171,200)	(2,187,700)	(16,500)
Client Contributions	(27,623,435)	(12,413,600)	(11,773,228)	640,372
NHS Income	(22,819,253)	(22,754,200)	(22,888,731)	(134,531)
Other	(483,349)	(366,500)	(368,300)	(1,800)
TOTAL ALL INCOME	(55,444,256)	(37,705,500)	(37,217,959)	487,541

2.2.2 Grants

The department has seen a reduction in grants over the years and now has only one main grant and a few smaller grants:

Grants

Ad-hoc	38,800
Think Ahead grant	35,000
Community Covenant grant	30,000
Independent Living Fund	2,067,400
Total Grants	2,171,200



2.2.3 Independent Living fund (ILF).

The largest of these grants is the Independent Living Fund (ILF). On 6 March 2014, the government announced it would close the ILF on 30th June 2015. From 1st July 2015 responsibility for supporting ILF users in England passed to local authorities. The grant allocations made are:

2015/16	£1,632,700
2016/17	£2,067,201
2017/18	£1,999,130
2018/19	£1,935,997

The lower amount in 2015/16 represents nine months of the full year grant. Although ILF grants reduce over time there may be a duty to continue to meet eligible need previously met by ILF. ILF funding was intended to address non-eligible need to promote independence but was on occasions used to provide for eligible need.

2.2.4 Client contributions

Service Users are charged for the services they receive under the Care Act 2014 Part 1 s14-17. A financial assessment of the individual is made and the contributions are made on a set of criteria. There are two sets of criteria and these are

- Charging for Residential Accommodation Guide (CRAG)
- Local Contribution policy

The NHS are also recharged for any individuals who are eligible for Continuing Health Care funding.

In addition where a direct payment given to a service user is not fully used in the year, the balance is claimed back. There has been an increase in the amount of income from claw back of unused Direct Payments over the last few years and this was set as part of the savings to be achieved in 2016/17.

Community Care Charges	6,959,100
Residential and Nursing Charges	4,024,200
Permanent Client (Continuing Health Care contribution)	1,180,300
Recovery of unused Direct Payments	250,000
Total Client Contributions	12,413,600
Estimated additional Client charges 2016/17	16,000,000
Total Estimate for Client Charges	18,413,600

2.2.5 Income from the NHS

A large part of the income from the NHS is defined in an agreement under Part 3 s75 of the National Health Service Act 2006 (commonly known as a S75



agreement). This is a legally binding agreement on how funding will be used to provide services predominantly from the Better Care fund.
A breakdown of the funding from the NHS is:

NHS Income	
Better Care Fund	19,887,000
Out of Area placements	830,300
Systems Resilience grant (NHS)	317,000
Continuing Health Care	41,500
Recharges for salaries and other	1,678,400
Total NHS Income	22,754,200

There are several other agreements in place for payment of salaries including salaries for some staff within the;

- Community Care Admin team
- Commissioning teams
- Hospital based Social Care teams

2.2.6 Other Income

This is by far the smallest income stream and is detailed as:

Other	
Interpreter charges/professional fees	220,400
Miscellaneous income	146,100
Total Other	366,500

The largest amount of income is from charges made for interpreting services and there are some small charges for training and assessments made on behalf of other councils.



2.3 Children's Services

2.3.1 Children Services is expected to receive approximately £454.9m of income in 2016-17. A summary of the income generation is listed in the table below.

Type of Income	2016-17 Forecast £m	Further Information
School Income Generation	18.6	See Section 2.3.2 & 2.3.3 below
Education Grant Income	414.7	See Section 2.3.4 below
Social Care Grants	5.6	See Section 2.3.5 & 2.3.6 below
Traded Income (including Fees & Charges)	5.0	See Section 2.3.7 & 2.3.8 below
Contributions	11.0	See Section 2.3.9 & 2.3.10 below
Total Children Services Income	454.9	

2.3.2 Income generated by schools is under the control of schools and not the Council. The main sources of income generated by schools covers premises £6.6m, catering £2.9m, Supply teacher insurance/other ins £1.6m, parents contribution £1.7m, donations/other £0.4m, government grants £0.6m, Extended School provision £4.8m.

2.3.3. Income generated by schools is set to decrease in 2017-18 as there have been thirty seven maintained schools that have converted into academies in 2016-17.

2.3.4 Education grants are broken down in the table below. Education grants received by the authority in respect of maintained schools are set to reduce in 2017-18 due to academy conversions. Academies receive a majority of their grant funding directly from the Education Funding Agency (EFA). The Education Services Grant (ESG) will cease from September 2017. The ESG element in relation to Local Authority retained duties will be transferred into the Dedicated Schools Grant (DSG) from April 2017.



Name of Grant	Department	Forecast £m
Dedicated Schools Grant	EFA	335.3
Private Finance Initiative (PFI) Grant	EFA	27.3
Pupil Premium	EFA	24.1
School Six Form Funding	EFA	11.2
School Universal Free School Meals	EFA	6.5
Education Services Grant	EFA	6.3
School PE and Sports Grant	EFA	1.3
Music Services Grant	Arts Council	0.9
Higher Education Funding Council England (HEFCE)	HEFCE	0.3
National College of Teaching and Leadership	EFA	0.3
Summer Schools	EFA	0.3
SEN Strategic Review Grant	EFA	0.3
SEN Reform Grant	EFA	0.2
Gateway Protection Programme	Home Office	0.2
Vulnerable Person Relocation Scheme	Home Office	0.1
Extended Rights for Free Travel	EFA	0.1
Total Education Grants		414.7

2.3.5 The table below provide a list of social care grants in 2017-18. The service has been allocated £3.2 over two years from the Department for Education to develop new and innovative ways of delivering services for vulnerable children and young people in Bradford, particularly children in care. The grant has been made available by the Department for Education as part of The Innovation Programme and focuses on the policy priorities set out in Children's social care reform: A vision for change, which was published in January 2016. The funding will help to accelerate the delivery of the Council's Journey to Excellence initiative. At its heart this programme aims to provide safety and stability for children and work with families to build on their strengths.

2.3.6 The service is also delivering the Family First programme. This programme support families who have characteristics such as children not attending school, crime, anti-social behaviour.

Name of Grant	Department	Forecast £m
Social Care Innovation Grant	EFA	1.6
Family First Grant (Attachment, PBR etc.)	EFA	1.7
Staying Put Grant	EFA	0.2
Adoption Inter Agency Fee Grant	EFA	0.3
Adoption Support Fund	EFA	0.4
Youth Offending Grant	Youth Justice Board	1.2
Unaccompanied Asylum Seeking Chd Grant	Home Office	0.2
Total Social Care Grants		5.6



2.3.7 The fees and charges income for Education services with schools comprises Curriculum ICT, the Music & Arts Service, School Governor Services, Education Psychology Service, Outdoor Education Centres, Interfaith services and fines for unauthorised absences.

2.3.8 The table below provides a summary of fees and charges generated by children services

Description of Fee or Charge	£m
Outdoor Education Centre	1.0
Curriculum ICT (including licenses)	1.5
Music Service	0.8
Education Social Work Service	0.4
Education Psychology Service	0.4
School Clerking Service	0.3
Play Services	0.2
School Governor Service	0.1
School Courses Income	0.1
Interfaith Education	0.1
Behaviour Support Services	0.1
Subtotal Education Fees or Charge	5.0

2.3.9 These are contributions and are not classed as traded and broadly split into 2 categories, funding received from schools and funding received from other public sector organisations. The other Public sector organisations include Housing Benefit for Looked After Children, Leeds City Region, Job Centre plus contract funding, Employment training, Family learning contract. Contribution from Schools' are primarily for children educated via central services and contributions towards PFI contracts.

2.3.10 The table below provides a breakdown of contributions/pooled budgets.



Description of Contribution/Pooled Budget	Forecast £m
Academy Contribution towards PFI cost	6.1
Sensory Services/SEN	1.2
Adults Skills and Family Learning (Skills Funding Agency)	0.9
Employment & Training (Dept. Works and Pension)	0.9
Workchoice Contract (Dept. Works and Pension)	0.5
Employment Opportunity Fund (Dept. Works and Pension)	0.2
Connexions	0.2
14-19 Work Experience	0.2
BEST Unit Health Contribution	0.4
Bradford Children's Safeguarding Board	0.2
Housing Benefit (Leaving Care)	0.1
Respite units Health Contribution	0.1
Total Contribution/Pooled Budget	11.0

3. OTHER CONSIDERATIONS

- Considerations need to be given to;
 - Local Government Act 2003 Part 8 Chapter 1 s93
 - Care Act 2014 Part 1 s14-17
 - National Health Service Act 2006 Part 3 s75

4. FINANCIAL & RESOURCE APPRAISAL

- This is a finance report on the income streams into Adult and Community Services and Children's Services.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The report is for information.

6. LEGAL APPRAISAL

Advice taken form Legal within the report

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None



7.2 SUSTAINABILITY IMPLICATIONS

➤ None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

➤ None

7.4 COMMUNITY SAFETY IMPLICATIONS

➤ None

7.5 HUMAN RIGHTS ACT

➤ None

7.6 TRADE UNION

➤ None

7.7 WARD IMPLICATIONS

➤ None

8. NOT FOR PUBLICATION DOCUMENTS

➤ None

9. OPTIONS

The report is for information

10. RECOMMENDATIONS

That members consider the content of the report

11. APPENDICES

None



12. BACKGROUND DOCUMENTS

- [Local Government Act 2003 Part 8 Chapter 1 s93](#)
- [Care Act 2014 Part 1 s14-17](#)
- [National Health Service Act 2006 Part 3 s75](#)
- [Document V - Report on Income generated by Council Services from fees and charges.](#)
- [Budget reports](#) – specifically **MID YEAR FINANCIAL POSITION STATEMENT AND PERFORMANCE REPORT FOR 2016-17**
- S75 Agreement for the BCF (Copy held in legal services)
- Finance working papers and SAP documents (documents held in Financial Services)



Report of the Strategic Director Corporate Services to the meeting of the Corporate Overview & Scrutiny Committee to be held on 5 April 2017

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Subject:

Council Tax Collection

Summary statement:

This report details the performance of Council Tax collection and the Council Tax Reduction scheme, and the current and future challenges affecting council tax collection and council tax support arrangements

Stuart McKinnon-Evans
Strategic Director Corporate Services

Portfolio:

Leader of Council

Report Contact: Martin Stubbs
Assistant Director, Revenues,
Benefits & Payroll

Phone: (01274) 432056

E-mail: martin.stubbs@bradford.gov.uk

Overview & Scrutiny Area:

Corporate



1. SUMMARY

- 1.1. This report explores the performance and challenges for Council Tax collection and Council Tax Reduction, the impact of the introduction and implementation of Universal Credit, and the options for future Council Tax Support currently being explored.

2. BACKGROUND

- 2.1. Council Tax is raised on an annual basis, following the budget setting process, for all households in the Bradford District; and this is then collected over the course of the financial year.
- 2.2. A Localised Council Tax Support scheme, Council Tax Reduction (CTR), was introduced in 2013/14. The introduction of the CTR scheme increased the number of accounts that have to be collected by creating a new Council Tax liability for those that were previously exempt under the Government's Council Tax Benefit scheme.
- 2.3. A change to the working-age scheme was introduced for 2016/17 which provided increased support, up to 100% of Council Tax liability, for those that qualify for a severe or enhanced disability premium, or the Carers premium.
- 2.4. Universal Credit (UC) will go fully live across the Bradford District in March 2018, at which point all new working age Job Seekers Allowance (JSA), Housing Benefit (HB), Income Support (IS), Employment Support Allowance (ESA), Working Tax Credit (WTC) and Child Tax Credit (CTC) claimants will fall within the scope of UC. Currently, eligibility to claim UC is limited to newly unemployed working age single people.
- 2.5. A proportion of the HB caseload will migrate to UC over time if there is a significant change to the claimant's benefits. For those that do not, a process called 'Forced Migration' will move all remaining HB claimants onto UC. This is expected to take place between July 2019 and March 2022: The Department for Work and Pensions (DWP) has yet to release precise details of the 'Forced Migration' schedule.
- 2.6. The Council Tax collection report to Corporate Overview & Scrutiny Committee on 14 April 2016 highlighted the challenges that UC creates for the Council and residents; and the need to re-examine the provision of Council Tax Support for the Bradford District.
- 2.7. Executive, 11 October 2016, requested that options for the future delivery of Council Tax Support be developed for consideration.



3. OTHER CONSIDERATIONS

- 3.1. The CTR scheme seeks to support vulnerable residents who may otherwise struggle to pay their Council Tax. The current CTR scheme is means tested and can provide for a reduction of net council tax liability;
- Working age Council Tax payers, or their partner, who qualify for a severe or enhanced disability premium, or the Carers premium, could receive a reduction of up to 100%
 - All other working age Council Tax payers could receive a reduction of up to 75%
 - The scheme for those of pension age, which allows a reduction of up to 100%, is prescribed by national legislation and cannot be changed by the Council
- 3.2. There has been a decline in the number of CTR claimants over the past few years. This is, in part, due to the upturn in the economy, which has resulted in fewer working age claimants, and the phased increase in the state pension age. Table 1 below illustrates the impact of the reduction in the number of CTR claimants over the past three years.

Claimant Category	2014/15		2015/16		2016/17	
	number	cost	number	cost	number	cost
Pension Age	19,400	£14,224,340	18,267	£13,615,480	17,391	£13,203,247
Working age						
• Disabled/Carers now protected	N/A	N/A	N/A	N/A	11,327	£9,365,163
• Disabled	8,719	5,214,971	10,305	£6,498,603	2,569	£1,629,773
• With children under 5	6,771	£3,874,395	6,266	£3,485,155	5,520	£3,102,902
• In employment	3,488	£1,369,861	3,470	£1,306,064	3,220	£1,361,287
• Other	12,865	£6,961,492	10,491	£5,366,629	7,303	£4,025,413
Total	51,243	£31,645,060	48,799	£30,271,939	47,330	£32,687,787

Table 1

- 3.3. The introduction of 100% support for the severely disabled and carer has resulted in changes to the other reported groups in table 1. It is difficult to draw firm conclusions about which groups have reduced as a consequence of fewer claimants - other than pension-age claimants which will reduce as state pension age continues to rise.
- 3.4. All 11,327 claimants that qualify for a severe or enhanced disability premium have benefitted from the increase in support; with 9,461 of them receiving the full 100% discount and having no Council Tax to pay.
- 3.5. There are also 11,896 pension age claimants in receipt of 100% CTR. This means that, in total, 21,357 CTR claimants have no Council Tax to pay; which equates to 45% of the total CTR caseload.
- 3.6. Table 2 shows the number of households, the amount of Council Tax liability and



CTR, and the Council's performance in collecting current year Council Tax (estimated for current year) over the past four years.

At the end of February 89.17% of the current years Council Tax liabilities have been collected which is an improvement on the same point last year when 88.92% had been collected.

Billing Year	No. of Households	Council Tax Liability	CTR	In year collection
2016/17	214,864	£194m	£32.7m	(Est.) 94.5%
2015/16	213,645	£185m	£30.3m	94.2%
2014/15	212,157	£178m	£31.7m	94.2%
2013/14	210,713	£172m	£32.7m	94.3%

Table 2

- 3.7. Council Tax collection is closely and regularly monitored to ensure that collection is maximised. One of the key measures of performance is the “in year” collection rate; which relates to the amount of Council Tax collected in the year for which it was raised. Whilst in year collection is a key measure and is commonly used to benchmark performance against other local authorities, collection efforts continue to ensure that over time all the Council Tax that is collectable is collected. The following table demonstrates that the Council has collected 98.3% of the charge it raised in 2011/12 and efforts continue to collect any remaining arrears.

Year of Charge	% Collection at 1st March 17
2011 -12	98.3%
2012 -13	98.2%
2013 -14	97.4%
2014 -15	96.5%
2015 -16	95.6%

Table 3

- 3.8. The majority of Council Taxpayers, including those in receipt of CTR, do pay their charge as billed or following receipt of a reminder notice. However, where non-payment occurs, prompt enforcement action is taken, in accordance with the Council's collection policy.
- 3.9. There are a number of factors that continue to make collection difficult, including;
- High levels of deprivation in the district that can create payment difficulties for some residents, including those in receipt of CTR.
 - Multi year debt, where Council Tax payers are in arrears for more than the current year. Tax payers are expected to pay the current liability and have an arrangement in place to pay the outstanding balance in instalments – this arrangement may often need to be in place for more than a year.
 - Where a liability order has been issued to someone on benefits, an attachment to benefits may not always be possible, particularly if the claimant has other priority debts. Where it is possible, the growing problem of it being insufficient to cover the annual charges is adding to the multi-year debt situation



(as described in 3.13-14).

- 3.10. Collection rates of Council Tax declined following the introduction of the CTR scheme in 2013/14 but they are improving again and for CTR working-age recipients, collection rates are certainly not as initially feared, but they still remain lower than non-CTR collection rates.
- 3.11. Collecting Council Tax from CTR working-age recipients is proving to be resource intensive and time-consuming, due to the minimum payment being required by working age households, resulting in the Council having to collect often small amounts of Council Tax from these residents.
- 3.12. Table 4 below shows the various collection levels for the different CTR groups. As would be expected pensioners, who still receive 100% relief, are by far the best payers. Those with a disability are the next group, and this was the case, both before and after, those with a severe disability were protected. Those we have the most difficulty collecting Council Tax from continue to be those that don't fall in to any other group and are predominantly those out of work

Claimant Category	Liability 2014/15	Collected at 31 March 2015	Liability 2015/16	Collected at 31 March 2016	Liability 2016/17	Collected at 28 Feb. 2017
Pension Age	£2,337,812	99.5%	£2,401,958	99.8%	£2,218,241	97.9%
Working age						
• Disabled/Carers now protected	N/A	N/A	N/A	N/A	£611,003	90%
• Disabled	£2,547,548	82.5%	£2,664,761	81.3%	£681,663	74.3%
• With children under 5	£1,957,232	76.0%	£1,992,650	74.2%	£1,805,532	71.1%
• In employment	£1,694,147	81.0%	£1,704,961	79.6%	£1,669,061	75.1%
• Other	£2,894,901	72.0%	£2,849,667	71.0%	£2,092,232	66%
Total	£11,431,640	83.5%	£11,613,997	82.5%	£9,077,732	80.6%

Table 4

- 3.13. Multi-year debts continue to be a challenge for the Council, with a significant number of CTR working age recipients having arrears from previous years. These arrears are often not paid off before a new Council Tax bill is issued. Based on experience to date, there is an obvious problem of an accumulation of arrears, for CTR working age recipients that are unlikely to be paid off. In order to mitigate this problem the Service is making an assessment on individual cases and where the arrears or a proportion of the arrears are considered irrecoverable due to the individuals circumstances then these will be considered for 'write off'. The consequence of this is higher levels of 'write-off' than originally anticipated.
- 3.14. Table 5 illustrates the extent of the problem of multi-year debt amongst CTR claimants. Around £1.5m is currently the subject of an attachment of benefit, from over 9,000 taxpayers. A similar number and amount is sat pending a deduction being made, because the person is already included in the aforementioned group.



Financial year of debt	Attachment of Benefit in place		Attachment of Benefit Pending		Grand Total	
2013	£245,491	1,756	£141,386	883	£386,877	2,639
2014	£461,028	3,011	£311,589	1,877	£772,618	4,888
2015	£630,452	3,619	£580,396	3,168	£1,210,849	6,787
2016	£215,818	1,080	£445,085	2,201	£660,904	3,281
Grand Total	£1,552,790	9,466	£1,478,458	8,129	£3,031,249	17,595

Table 5

- 3.15. Despite the pressures of collection the Service ensures that the Council's debt collection practices remain in line with best professional practice and latest Government guidance, and that processes are proportionate to the debt involved.
- 3.16. The Service continues to introduce improvements to support Council Tax payers and increase collection and in the last 3 months one such improvement has seen the Service dedicate 15 staff to working 4pm - 7pm, 4 days a week to proactively contact those Council Tax payers who default on a previously made arrangement. This is intended to improve collection as well as supporting those Council Tax payers, who default on a payment, to quickly reinstate any arrangement before substantial arrears build up.
- 3.17. The Council's collection policy is updated as new learning, operational improvements and legislative changes dictate; and clearly explains to taxpayers how the Council will collect and recover Council Tax. The collection policy is regularly updated and is available on the Council's website.

Scheme Changes

- 3.18. The introduction of Universal Credit presents some challenges for the administration of the current CTR scheme, and provides an opportunity to consider if and how the Council might better administer and deliver Council Tax Support. Recognising this, the Executive, on 11 October 2016, requested that options for the future delivery of Council Tax Support be developed for consideration.
- 3.19. The current CTR scheme requires that changes in a claimant's circumstances are assessed to determine if there is a change in CTR eligibility; and if so, to recalculate entitlement and issue a new Council Tax bill. UC claimants have their entitlement to UC assessed monthly by the DWP. If the claimant is in receipt of CTR, and there is a change in their assessment, details are passed to the Council; which are then assessed for changes to eligibility. This means that there can be up to 12 changes to CTR entitlement a year - and 12 new Council Tax bills
- 3.20. A preliminary examination of CTR accounts indicates that the average number of changes for those in receipt of UC is ten times that of a comparable cohort of non-UC CTR claimants. Currently, there are around 350 UC claimants in receipt of CTR, and it is anticipated that by March 2018 that number will increase to around



700.

- 3.21. Once Full Service is introduced, those claimants closest to employment (e.g. in and out of temporary work) will migrate to UC, while those furthest from employment, such as those with long-term health conditions, will continue to claim HB until Forced Migration. Evidence from other areas that have moved to Full Service suggests that as much as 30% of the Housing Benefit caseload will move to UC within the first six months.
- 3.22. The administrative burden created by the, relatively slow, growth in the UC/CTR caseload is being managed within existing resources. However, the rapid increase in UC caseload from March 2018 will mean this will no longer be the case. In addition, resource efficiencies gained by being able to process HB and CTR claims jointly will diminish.
- 3.23. Therefore, when considering future support arrangements a balance needs to be struck between a scheme that is affordable, minimises the administrative burden (including collectability of the debts) and is able to target support to the most vulnerable. Revision of existing CTR provision could also provide an opportunity to address, and reduce the likelihood of, multi-year debt - the biggest challenge with the scheme as it currently operates.
- 3.24. Whilst limited financial modelling is underway, this needs to be informed by some broad principles. Officers are currently using two broad approaches that strike the balance between ensuring the cost of CTS is managed effectively and the cost of administration is minimised. These are:
- 3.24.1. A scheme that treats income in a simpler, more transparent way could help to reduce administration costs and make it easier for residents to understand. For example, a scheme that;
- uses income bands to determine support would be easy to understand and administer - If income changes, action, such as issuing a new bill, would only be required if the change resulted in a change of income band
 - only assesses non-state benefit derived income would similarly be easy to understand and administer - those completely reliant on benefits would be automatically pass-ported to maximum support, while those with other income would be means tested
- 3.24.2. For those in receipt of a UC payment, a more radical, and simple, approach would be to award support, proportionately, based solely on the council tax band of the property.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. Historically, the Council eventually collects approximately 98.5% of Council Tax due (see para 3.7 above), however, the introduction of CTR will make this unlikely.



Some debt will always be uncollectable due to factors such as untraceable taxpayers, deaths, bankruptcy and where the Magistrates have chosen to remit a debt.

- 4.2. The forecast cost (Council Tax forgone) for the current year of providing Council Tax Reduction is £33m.
- 4.3. As the Housing Benefit caseload reduces, administration funding from DWP will be reduced accordingly. It is not clear at this time to what extent the DWP will fund the administration of CTR and the consequent burden created by Universal Credit.
- 4.4. Detailed financial analysis of the options for future CTS provision has still to be undertaken, but in establishing the new arrangements there are a number of factors that will require consideration; and possibly mitigation.
 - Each option may deliver a different outcome for claimants
 - Claimants moving to UC may experience a different financial outcome than under the current benefit regimen
 - The overall cost of the adopted CTS arrangements could be greater, or less, than the current arrangements
 - Council Tax collection could be impacted
- 4.5. If any revision to, or the replacement of, the scheme has the effect of reducing or removing a reduction to which any class of persons is entitled, the Authority must consider whether transitional protection should be included. The cost of any transitional protection would be determined by the changes proposed.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. Any revised scheme must be adopted by Full Council by 31 January 2018, and be operational by 1 April 2018.
- 5.2. Adopting any changes made to the current CTR scheme would constitute the new Council Tax Reduction scheme from the time of adoption (with appropriate effective implementation date) until such time as the scheme is further amended.

6. LEGAL APPRAISAL

- 6.1. A Council tax reduction scheme is made under section 13A(2) Local Government Finance Act (LGFA) 1992 – as amended by the Local Government Finance Act 2012 - and applies to (a) Persons whom the authority considers to be in financial need, or (b) Persons in classes consisting of persons whom the authority considers to be, in general, in financial need. The legislation also requires the Council to consider, annually, whether it wishes to revise its Council Tax Support scheme.
- 6.2. Before making a Council Tax Reduction Scheme and when proposing a replacement or alteration to an existing scheme the Council must consult with its



major precepting authorities i.e. the Police and the West Yorkshire Fire Service. It must then publish a draft of any amended or new scheme and then consult with persons who it considers are likely to have an interest in the operation of the scheme in accordance with schedule 1A para 3 and 5 LGFA 1992 (as amended).

7. OTHER IMPLICATIONS

7.1. EQUALITY & DIVERSITY

7.1.1. The Equality and Diversity implications of the current Council Tax Reduction scheme were considered as part of the Council's decision making process.

7.2. SUSTAINABILITY IMPLICATIONS

7.2.1. There are no Sustainability implications directly arising from this report.

7.3. GREENHOUSE GAS EMISSIONS IMPACTS

7.3.1. There are no greenhouse gas emissions impacts.

7.4. COMMUNITY SAFETY IMPLICATIONS

7.4.1. Not applicable within the context of this report.

7.5. HUMAN RIGHTS ACT

7.5.1. There are no Human Rights implications arising from this report.

7.6. TRADE UNION

7.6.1. Not applicable within the context of this report.

7.7. WARD IMPLICATIONS

7.7.1. There are no Ward implications directly arising from this report.

7.8. AREA COMMITTEE ACTION PLAN IMPLICATIONS

7.8.1. Not Applicable

8. NOT FOR PUBLICATION DOCUMENTS

8.1. None

9. OPTIONS

9.1. N/A

10. RECOMMENDATIONS

That

- the Committee notes the on-going work to both increase council tax collection and to support the District's most vulnerable residents
- the Committee consider the issues highlighted in the report and express its views on the development and delivery of future Council Tax Support arrangements



11. APPENDICES

None

12. BACKGROUND DOCUMENTS

- Local Government Finance Act 2012
- Council Tax Collection: CO&SC Report, 14 April 2016
- Localised Council Tax Support: Executive Report, 11 October 2016
- CBMDC Council Tax Reduction scheme



Report of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on 5 April 2017

AR

Subject:

Improving our corporate approaches to consultation

Summary statement:

This report provides information on the review and improvement of the corporate approach to consultation and engagement

Alison Milner
Assistant Director, Office of the Chief
Executive

Portfolio: Leader

Report Contact: Fiona Natarajan,
Strategy and Engagement Officer
Phone: (01274) 434812
Kate McNicholas, Policy Programmes
and Change Manager Phone: (01274)
431761

Overview & Scrutiny Area:

Corporate



1. SUMMARY

This report provides information on the work being done to improve the corporate approach to consultation. The improvement plan has five themes:

- setting corporate standards
- communication and transparency
- capacity and skills development
- quality assurance
- tools development

2. BACKGROUND

2.1 Consultation is an essential part of how the council makes decisions. It supports the vision set out in the District and Council Plans, for a district where people are engaged and play an active role.

The council's approach is being built around the following key objectives;

- a) to ensure that there is a clear understanding of, and commitment to, consultation and engagement by officers and elected members, and skills, tools and capacity to deliver among officers.
- b) to ensure consultation and engagement is inclusive, well coordinated, achieves value for money and meets high quality standards.
- c) to ensure the council's consultations comply with relevant statutory and legal requirements.
- d) to achieve continuous improvement by learning from the evaluation of all significant consultation and engagement activity.
- e) to ensure that the views of local people are used to help identify priorities, influence policy, service delivery and decision making.
- f) to provide clear and timely feedback following all consultation.
- g) to ensure information on consultations is easily accessible.

2.2 With public service spending cuts putting unprecedented pressure on councils to make difficult decisions, the quality of consultation becomes more high profile in informing service redesign and delivery. Robust good quality consultation processes are essential to shape improvements to services, and provide transparency and accountability. The risk of being legally challenged increases as the changes proposed to services become more significant but such challenges are less likely to be successful if robust processes are followed.

2.3 CORPORATE LEGAL DUTY

2.3.1 The duty consult arises in various ways.

- There may be an express duty imposed by legislation on a public authority to consult before taking a particular decision or exercising a particular function.



- There may be an implied duty to consult, as part of a public authority's duty to act fairly.
 - Where a public authority has promised (either expressly or by implication because it has consulted on something in the past) it will consult before making a specific decision or a specific type of decision, a court will usually require it to fulfil this promise.
 - If a decision of a public authority will impact very seriously on individuals, it is more likely that fairness will require that there is consultation with the affected individuals.
 - If a decision may be taken that alters the existing position, particularly if it is unexpected and may have a serious impact on individuals, it is again likely that fairness will require that there is consultation with affected individuals.
- 2.3.2 As part of the Public Sector Equality Duty the council must ensure it has sufficient information to enable it to identify how proposals might impact different groups, including people with protected characteristics.
- 2.3.3 The following principles for proper consultation have been established through case law:
- consult all those who will be or are likely to be directly affected.
 - consult them before final decisions are made, not only with information about proposals such as a draft scheme or policy, but also with an outline of the realistic alternatives, and an indication of the main reasons for the authority's adoption of its preferred option.
 - give them adequate time to respond, for example six weeks to three months would be regarded as reasonable in most circumstances.
 - Following the response from the consultees, active consideration must be given to the response, which must be analysed and taken fully in to account before the final decision is made, with an appropriate amount of time allowed for this before decisions are made.

2.4 REVIEW OF CORPORATE APPROACH TO CONSULTATION

- 2.4.1 A wide range of consultation activity takes place across the council, both statutory and non-statutory, using a variety of methodologies and tapping in to different resources, networks and partnerships.
- 2.4.2 Consultation can require a variety of skill sets including: survey design; marketing and communication skills; robust admin processes; data protection awareness; event management skills; quantitative and qualitative data analysis abilities. Some council teams have limited experience of delivering consultations while other departments responsible for statutory consultations are much more experienced and can teach others.
- 2.4.3 The first phase of improvements to the corporate approach to consultation in 2016, developed consultation capacity through the citizen's e- panel and the use of SNAP software for electronic surveys. Training has been provided across departments to support staff to design surveys, and use the software. A web based consultation



calendar has been set up with the potential to capture all the activity, response summaries, decisions and outcomes.

2.4.4 Consultation leads for each department are starting to meet regularly to explore ways to coordinate, improve and align approaches. The group is supported by Office of the Chief Executive (OCX), and provides a focal point for the development and implementation of improvement activities around the council's consultation and engagement practices.

2.4.5 SWOT ANALYSIS of current approaches to consultation

Strengths	Weaknesses
<p>Staff with consultation expertise and experience across the council carrying out good consultations.</p> <p>Investment has been made in IT platforms and a citizen's panel to extend the reach of consultations.</p> <p>Sound engagement mechanisms invested in and supported that provide routes for meaningful consultation with a wider variety of groups, individuals and stakeholders.</p>	<p>Not all staff have all the expertise required and some may not be aware of sources of advice and support.</p> <p>Involvement of elected members at an early stage needs embedding in the corporate approach to consultation</p> <p>Reflecting case law requirements, training required on developing options to consult on.</p>
Opportunities	Threats
<p>Departmental consultation leads group provides a channel to embed a culture of continual improvement in the council's consultation practices</p> <p>Possibilities for mutual learning and joint work with neighbouring local authorities</p> <p>Expert input will improve and validate the corporate approach.</p> <p>National toolkits are being developed in sync with the timescales of this improvement work.</p> <p>The reach of consultations can be extended to groups who may not be linked in to other publicity channels through existing networks and partnerships e.g. communities of interest leads and service user groups.</p>	<p>Legal challenges – are less likely to be successful if the Council has fully complied with its duty to consult.</p> <p>Financial and time pressures - making improvements involves a commitment of staff time and support for staff at a time when the workforce is reducing.</p> <p>Some consultation carried out may be perceived as a 'tick box' exercise that does not influence decisions.</p> <p>Poor information from weak consultation may result in poor decisions e.g. costly impacts not planned for or mitigated.</p> <p>Decisions cannot always reflect community expectations and aspirations, clear parameters about the scope for influencing decisions need to be communicated.</p>



<p>Accessibility information standards are being clarified and implemented.</p> <p>Framework being put in place to set standards, promote consistency around the different processes and to ensure compliance with legal requirements.</p> <p>Equality Impact Assessments are being improved through on going staff training.</p>	
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3. OTHER CONSIDERATIONS

3.1 Building on the progress made in phase one reported to Corporate Overview and Scrutiny June 2016, an improvement plan has been developed and responds to points raised by the leadership, CMT and Corporate O&S.

3.2 The outline improvement plan is attached, see Appendix 1.

3.3 **Setting standards for the corporate approach to consultation**

It is proposed to establish a framework to support staff to achieve the required standards for each process through a consultation tool kit and compliance check list along with training to meet identified needs.

a) **Consultation Tool Kit**

The Local Government Association (LGA) has commissioned The Campaign Company to develop a new guide to support councils to deliver best practise in consultation and engagement. The Campaign Company are official partners of the Consultation Institute. The resource incorporates all legal requirements, including recent case law relevant to consultation practise and Cabinet Office guidance (Feb. 2016). See Section 12 for link to the guide.

The launch event was on 27 February 2017 in London. Bradford Council has offered the LGA a venue to extend the launch activities to the north of England and they have accepted. The event is scheduled to take place in June/July.

We will supplement this new resource to make a Bradford tool kit, providing links to key internal and external contacts, partnerships, support networks, Community of Interest (COI) groups etc. The LGA toolkit includes guidance on:

- How to know when to consult.
- How to identify the most appropriate channels for consultation.
- Current relevant legislation and how to ensure compliance.
- How to evaluate consultation and engagement.
- Local sources of support and advice.
- Guidance for Cllrs on communicating about unpopular decisions.



b) ***Consultation Compliance Checklist***

A check list approach will summarise the consultation processes, supporting a consistent approach. The checklists will be incorporated into project management processes and may be signed off by a senior manager or strategic director to add another level of quality assurance.

3.4 **Communication and transparency**

a) ***Consultation Calendar and platform***

The consultation calendar was established in 2016 to provide an overview of consultation activity across the council. It is in use and more work is planned to promote the use of the calendar to ensure it consistently captures all consultation activity taking place.

The calendar's platform has the potential to store numerous documents including:

- the results of consultations and insight gained.
- the difference the consultation made to the decision.
- the rationale for the final decision.

The calendar will assist in providing evidence of transparent and accountable decision making. Based on the modern.gov platform it will allow links to executive and other reports where appropriate.

Guidance on how to fully use the calendar and platform will be rolled out via directors and the departmental consultation leads as part of the toolkit. This will include guidance on the format of the feedback so that is clear and accessible.

b) ***Social media***

Twitter and Facebook are the two main social media channels used by the Council. Services have their own accounts and share consultations with their own audiences. These channels reach mainly 25-45 year olds.

Streetlife/Next Door and Stay Connected offer more opportunities for promoting further involvement in consultations. Work is underway to ensure that channels that have a greater reach with young people are also utilised, and reviewed on a regular basis given that popularity of particular channels changes over time.

3.5 **Capacity and skills development**

a) ***Embedding the corporate approach and standards***

To help embed the corporate standards, the new consultation tools will be launched through an event/workshop that brings together those responsible for consultation and engagement work across the council. Work through the departmental



consultation leads will provide an opportunity to discuss any barriers to meeting required standards and ways of addressing them, including identifying more effective ways of working together and any training needs. As consultation covers many disciplines, all relevant staff would be invited to participate e.g. legal, Community of Interest leads, communications staff etc.

Further training on incorporating appropriate feedback into Executive reports will be embedded in report writing training, and consultation skills will be a component of future project management training. E-learning will be a key part of this approach.

Elected members will be asked for their perspectives on the corporate approach to consultation, what expertise they can share and what information and training needs they may have which will be incorporated in to the improvement plan.

3.6 Quality Assurance

Quality assuring consultation requires best practice or at minimum compliance with the different parts of the consultation process including: project planning, review of documentation; review of inclusiveness and accessibility, data analysis, equalities impact analysis, and communication of consultation outputs and outcomes.

a) *Peer review*

To support on going improvement, the cross departmental consultation leads group will provide some internal quality control of consultations on a quarterly basis taking a random sample of consultations. The proposed approach will be constructive and supportive to staff involved, and focus on learning points to be shared.

Colleagues in neighbouring councils have been approached to discuss possible areas for joint working including, peer review/bench marking and joint training. Opportunities to align approaches and co-ordinate consultations across agencies, including all the West Yorkshire Authorities, NHS and Police will also be scoped.

3.7 Tools development

OCX and Legal colleagues will discuss how best to keep the tools up to date in terms of new case law that has implication for the council's approach and this review could be scheduled annually. The LGA has plans to keep the consultation and engagement guide updated.

a) *Equality Impact Assessments* (EIAs)

Equalities monitoring data is a pre requisite for completing equalities impact assessments. Development work around the Council's new equality objectives will create an action plan to improve the quality and collection of equalities monitoring data. Ongoing training and support around EIAs is being built into the consultation improvement plan.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The plan requires a commitment from departments for officer time to implement the



agreed actions. An ongoing commitment is required from all departments to resource future consultation work to meet the corporate standards.

- 4.2 Immediate financial costs are mainly associated with training and it is proposed that corporate training budgets may be utilised for this purpose.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The improvement plan presented here is intended to contribute to managing the risk of legal challenge and the running of consultations that do not support effective decision making.

6. LEGAL APPRAISAL

- 6.1 Legal principles regarding consultation are included in the body of this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The improvement plan aims to ensure the council's corporate approach to consultation is inclusive and accessible and fulfils its obligations under the Public Sector Equality Duty (2010).

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None. The consultation approach outlined in the report and the appendix is not intended to apply to consultation with the Trade Unions and staff.

7.7 WARD IMPLICATIONS

The consultation improvement plan will support elected members and staff working on consultations at a ward level including youth workers, highways staff and ward officers.



8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

This report is presented for information.

10. RECOMMENDATIONS

- 10.1 The views, comments and observations of the Corporate Overview and Scrutiny Committee on the consultation improvement plan are requested.
- 10.2 Members are asked for their perspectives of the corporate approach to consultation and to identify what information and training needs they may have.

11. APPENDICES

- 11.1 Outline Draft Action plan to improve the corporate approach to consultation.

12. BACKGROUND DOCUMENTS

New Conversations – LGA guide to engagement, Feb 2017

http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10180/8287322/PUBLICATION



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Draft Improvement Plan for Corporate Approaches to Consultation

23 March 2017		Outline Plan			
No	Deliverables		Milestones	Lead	Completed
	Project	Action			
1.	Setting corporate standards	<p>Develop consultation tool kit – supplement new LGA guidance supporting councils to implement best practice in consultation and engagement. LGA resource launched 27 Feb 2017, London</p> <p>Develop consultation compliance checklist - outlining the processes required, provide links to key information and relevant contacts and ensure meets all legal requirements. To include details of what info needs to go back to the Executive.</p>	Draft of checklist and wrap around support info specific to Bradford	OCX	Early April 2017
			Circulated for input, internally	OCX	April 2017
			Final Bradford Consultation toolkit rolled out to staff involved in consultation at launch event	OCX and Departments	May/June 2017
			LGA northern launch of New Conversations Guide to be held in Bradford	LGA	19 th July 2017
Page 41	Communication and transparency	<p>Promote use of the consultation calendar platform to all staff with consultation responsibilities.</p> <p>Develop guidance for appropriate approaches to providing and sharing feedback</p>	Guidance drafted with input internally on feedback formats	OCX	April 2017
			Discussion with elected members to ensure clarity of approach and value	OCX/Departments	April 2017
			Final ICT input to ensure functionality	ICT	March/April 2017
			Promotion on Bradnet	OCX	May/June 2017
			Roll out new guidance as part of tool kit to staff at launch event	OCX / Departments	May/June 2017

3.	Capacity and skills development	Developing network of officers with skills and experience.	Departmental leads established – to drive change in departments	Departments	Jan 2017
			Identify areas where additional training and support is required including for EIAs.	OCX / Departments	March onwards
		Training and skills development	Consultation components incorporated into report writing and project management training	HR / OCX	April 2017
			E learning package developed for implementation after launch event	HR	June 2017
			Develop training programme to address identified needs and scope potential for external support, including refining based on skills needs identified	OCX / HR	May/June
		Drawing in external support (dependent on needs identified)	Deliver ongoing training	Tbc	ongoing
4.	Quality Assurance	External input into toolkit / checklist	Via Consultation Institute / LGA as above	OCX	April 2017
		Implement internal random sampled assessments by Departmental Consultation Leads group	Agree format with departmental leads and Legal and add as regular agenda item and feed back key learning points to CMT	OCX/ Departments	June 2017
		Explore areas for joint work with neighbouring West Yorkshire authorities	Meeting to discuss different approaches and opportunities with a view to agreeing WY peer review on regular basis Explore opportunities for joint training	OCX	March 2017 onwards
		Explore opportunities for joint working with other public sector partners	Investigate opportunities to align consultations to ensure a people centred approach that minimises the risk of consultation fatigue	OCX	April 2017

5.	Tools development	Citizens panel development - Strengthen links with area based and COI partnerships to keep the citizens' panel representative of Bradford demographics and to recruit to panel on an ongoing basis.	Meeting with consultation and engagement leads to agree ways to promote membership of citizens' panel and supplement any perceived gaps.	OCX	April 2017
		Ongoing activity to identify new methods and innovative ways of consulting	Feed into review and update of toolkit on annual basis.	OCX	ongoing

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Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 5 April 2017.

AS

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2016/17

Summary statement:

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

Cllr Arshad Hussain
Chair – Corporate Overview and Scrutiny
Committee

Portfolio:

**Corporate.
Community Safety.**

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

Overview & Scrutiny Area:

Corporate.



1. SUMMARY

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

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

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

3.2 The remit of this Committee also includes:

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

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

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

4. OPTIONS

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

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

5. FINANCIAL & RESOURCE APPRAISAL

5.1 None.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

6.1 None.

7. LEGAL APPRAISAL

7.1 None.

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

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

8.2 SUSTAINABILITY IMPLICATIONS

None.

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

8.4 COMMUNITY SAFETY IMPLICATIONS

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

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

8.5 HUMAN RIGHTS IMPLICATIONS

None.

8.6 TRADE UNION

None.

8.7 WARD IMPLICATIONS

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

9. Not for Publications Items

None.

10. RECOMMENDATIONS

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

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

11. APPENDICES

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

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

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

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Tuesday, 26th July 2016 at Victoria Hall. 1) Flooding Scrutiny Review.	Information gathering session with residents, voluntary organisations and businesses affected by the December 2015 floods.	Mustansir Butt	
Thursday, 11th August 2016 at City Hall, Bradford. Chair's briefing 21/07/2016. Secretariat deadline 28/07/2016.			
1) Families First Project.	Progress report.	Mark Anslow.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Talent Management: A Workforce Development Programme for Bradford Council.	Progress against the Workforce Development Implementation Plan in 12 months.	Sue Dunkley.	Committee recommendation from Wednesday 12 August 2015.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 7th September 2016 at City Hall, Bradford. Chair's briefing 25/08/2016. Secretariat deadline 26/08/2016.			
1) Interim report from the Children and Adult Services Strategic Directors explaining the reasons for the budget pressures in the current year and the steps being made to address them to the meeting of this Committee on 7 September 2016.		Michael Jameson/Judith Kirk.	Corporate Overview and Scrutiny Recommendation from Wednesday 20 July 2016.
2) Interim report from Adults Services Directors explaining the budget pressures in the current year and the steps being made to address them to the meeting of this Committee on 7 September 2016.		Bernard Lanigan/Lyn Sowry.	
3) West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership.	Progress report to be included in the 2016-17 work Programme.	Jamie Saunders.	Committee recommendation from Tuesday 8 September 2015.
4) Overview and Scrutiny Annual Report.		Mustansir Butt.	

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

Agenda	Description	Report	Comments
Wednesday, 7th September 2016 at City Hall, Bradford.			
Chair's briefing 25/08/2016. Secretariat deadline 26/08/2016.			
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 29th September 2016 at City Hall, Bradford.			
Secretariat deadline 15/09/2016.			
1) Flooding Scrutiny Review.	Key findings and review recommendations.	Mustansir Butt.	
Thursday, 6th October 2016 at City Hall, Bradford.			
Chair's briefing 16/09/2016. Secretariat deadline 22/09/2016.			
1) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.	Progress report in 12 months.	Paul Hill.	Committee recommendation from Wednesday 7 October 2015.
2) Impact of leaving the EU on Bradford.		Stuart Mckinnon Evans/Steve Hartley/Mike Cowlam/Ian Day/John O'Hare.	Recommendation from Council on Tuesday 12 July 2016.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 19th October 2016 at City Hall, Bradford.			
Secretariat deadline 06/10/2016.			
1) WYPF Fossil Fuel Disinvestment.		Mustansir Butt.	Recommendation from Council.
Thursday, 3rd November 2016 at City Hall, Bradford.			
Chair's briefing 13/10/2016. Secretariat deadline 20/10/2016.			
1) Mid Year Finance and Performance Report.		Stuart McKinnon- Evans/Sam Plum.	
2) Income Streams into the Council.	Report to incorporate member's comments.	Stuart McKinnon- Evans/Tom Caselton.	Corporate Overview and Scrutiny Recommendation from Wednesday 4 November 2015.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 3rd November 2016 at City Hall, Bradford.			
Chair's briefing 13/10/2016. Secretariat deadline 20/10/2016.			
3) Safer and Stronger Communities Partnership Performance and Resources.		Rebecca Trueman/Amria Khatun.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 1st December 2016 at City Hall, Bradford.			
Chair's briefing 17/11/2016. Secretariat deadline 24/11/2016.			
1) Property Programme Progress.	Report to also include details of the Council's estate. Officers to also have liaised with Members on Community Assets based in their Wards.	Steph Moore.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Universal Credit.	Report relating to the implementation of Universal Credit, as well as the development of the Local delivery Partnership be presented to this committee in 9-12 months. To also consider the re-commissioning of Strategic Advice Services and on the work un	Martin Stubbs.	Committee recommendation from Tuesday 8 September 2015.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 14th December 2016 at City Hall, Bradford.			
Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
1) Policing in the District.	Further progress report which also focuses on the implementation of the new operating models across the District, with evidence of how the new operating model is working.	Ian Day/Rebecca Trueman.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Armed Forces Covenant.	Progress report in 12 months.	Helen Johnstone	Committee recommendation from Tuesday 8 October 2015.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 14th December 2016 at City Hall, Bradford.			
Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
3) Bradford District Partnership.	Report to focus on the key performance measures and outcomes.	Samantha Plum/Kate McNicholas.	Corporate Overview and Scrutiny Recommendation from Thursday 3 December 2015.
4) Industrial Services Group.	Progress report in 12 months.	Peter Keeley/Paul Egan.	Committee recommendation from Wednesday 7 October 2015.
5) Work Planning.	There is a need to regularlay review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 5th January 2017 at City Hall, Bradford.			
1) Call-In.	Bradford District Flood Risk Management Strategy.	Julian Jackson/Chris Eaton.	
2) Families First programme.	The cost benefit analysis for Bradford's Families First Programme be presented to this Committee by the end of the year.	Mark Anslow.	Committee recommendation from Thursday 11 August 2016.
Wednesday, 11th January 2017 at City Hall, Bradford.			
Chair's briefing 15/12/2016. Secretariat deadline 22/12/2016.			
1) DRAFT Council Budget 2016-17.		Stuart McKinnon-Evans.	Member request.
2) Risk Management across the Council.	Further progress report, which also includes progress against the Council's Corporate Business processess and how risk can be better embedded into our risk management processess.	Stuart McKnnon-Evans/Mark St. Romaine.	Corporate Overview and Scrutiny Recommendation from Wednesday 6 January 2016.
Thursday, 2nd February 2017 at City Hall, Bradford.			
Chair's briefing 16/01/2017. Secretariat deadline 19/01/2017.			
1) Third Quarter Financial Position Statement.		Stuart McKinnon-Evans.	
2) Poverty Scrutiny Review.	Progresss against the review recommendations.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.

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

Agenda	Description	Report	Comments
Thursday, 2nd February 2017 at City Hall, Bradford.			
Chair's briefing 16/01/2017. Secretariat deadline 19/01/2017.			
3) Discretionary Housing Payments.	Further progress report.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 2 March 2016.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 30th March 2017 at City Hall, Bradford.			
Chair's briefing 08/03/2017. Secretariat deadline 16/03/2017.			
1) Income streams into Childrens and Adults and Social Care.		Michalel Jameson/Bev Maybury.	Member request - given the significant pressures.
2) Council Wide Managing Attendance.		Sue Dunkley.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 3 February 2016.
3) Councils Corporate approach to Consultation and Engagement.		Kate McNicolas/Elaine Ayris.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
4) Council Tax Collection.		Martin Stubbs.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 26th April 2017 at City Hall, Bradford.			
Chair's briefing 29/03/2017. Secretariat deadline 11/04/2017.			
1) Prevent Action Plan for the District.		Ian Day/Michael Churley.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 12 August 2015.
2) Council's investment portfolio and policy.	That this Committee requests that a report detailing information about the Council's investment portfolio and policy be presented to this Committee in March 2107.	Ben Middleton/Steph Moore.	Committee recommendation from Thursday 1 December 2016.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 26th April 2017 at City Hall, Bradford. Chair's briefing 29/03/2017. Secretariat deadline 11/04/2017.			
3) Business Rates.		Martin Stubbs.	
4) Resolution Tracking.	Tracking the progress of recommendations made by the Corporate Overview and Scrutiny Committee.	Mustansir Butt.	
5) Overview and Scrutiny Annual Report.		Mustansir Butt.	

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Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Management
1 Commissioning Framework Implementation Plan.	Progress report.	Shahid Nazir.	
2 Policy Review within the Council.	Information Item.		
3 Scrutiny Review - Domestic Violence.		DRAFT Terms of Reference.	Mustansir Butt.
4 Bullying.			
5 Equality Action Progress.	Progress against the new equality objectives.	Kathryn Jones.	
7 Universal Credit.	That a briefing note be circulated to Members of this Committee on Universal Credit, which includes its likely impacts and the number of people in the district that will be affected.		Martin Stubbs.
8 Property Programme.	That the next report in 12 months time, also includes details of the forward strategy for the property programme.	Ben Middleton/Steph Moore.	
9 West Yorkshire Police and Crime Panel.	Updates from Panel Members.	Cllr Tariq Hussain. Cllr Andrew Mallinson. Cllr Steve Pullan.	
10 Revised Safer and Stronger Communities Plan.		Ian Day/Rebecca Trueman/Amria Khatum.	
11 Annual Outturn and Performance report.	To include Risk.	Stuart Mckinnon-Evans.	
12 Neighbourhood Panels.	Progress report.	Rebecca Trueman.	

Corporate O&S Committee

Agenda item	Item description	Author	Management
13	WYCA/LEP update.	Steve Hartley/Julian Jackson/Jamie Saunders.	
14	IT Digital Strategy.	David Cawthray.	
15	That this Committee requests that the impact of funding of the Pension Fund on the Councils budgets be considered at a future meeting.	Rodney Barton/Stuart Mckinnon-Evans.	
16	That this Committee requests that the Poverty Strategy be presented to this Committee, which also includes quantifiable data that analyses the impact of the activities that are being undertaken as part of the Strategy.	Helen Johnstone.	
17	That a report on Discretionary Payments be submitted to this Committee in 12 months time.	Martin Stubbs.	
18	Impact of leaving the EU on Bradford. O'Hare.	Report back within 2 months of Article 50 being triggered.	John
19	Progress against Flooding Scrutiny Review Recommendations.	Steve Hartley.	
20	That the Corporate Overview and Scrutiny Committee be requested to look at the internal finance options for the Council's Commercial Services.	Steve Hartley.	
21	Migration.	Ian Day.	