

## Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Wednesday, 26 April 2017 at 5.30 pm in Ernest Saville Room - City Hall, Bradford

### Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	THE INDEPENDENTS
BM Smith Rickard Cooke	Warburton 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

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### 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. 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)

#### 4. 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

#### 5. UPDATE ON DELIVERY OF THE PREVENT STRATEGY IN THE BRADFORD DISTRICT 1 - 38

The Strategic Director, Place will present a report (**Document “AT”**) outlining the requirements of the statutory Prevent Duty and progress towards the Prevent Action Plan for the District.

##### **Recommended –**

- (1) That the progress on work undertaken in implementing the Prevent agenda in Bradford be acknowledged.**
- (2) That Document “AT” and the intended direction for Prevent in the district be acknowledged.**
- (3) That the Strategic Director, Place, be requested to present a report in 12 months time providing a progress update.**

(Ian Day – 01274 433507)

#### 6. PROPERTY INVESTMENT STRATEGY 39 - 46

The purpose of the report of the Strategic Director Corporate Services (**Document “AU”**) is to outline the Council’s proposed Investment Strategy and objectives for acquiring property assets for investment purposes.



**Recommended –**

**That Members consider and note the contents of Document “AU”.**

(Ben Middleton – 01274 439607)

**7. BUSINESS RATES**

47 - 66

The report of the Strategic Director Corporate Services, (**Document “AV”**) sets out the Council’s performance in, and the challenges for, the collection of Business Rates. The report also examines the impact on the Council and businesses of the revaluation of rateable values and considers the future of Business Rates retention.

**Recommended –**

**That Document “AV” be noted and the Strategic Director, Corporate Services, be requested to provide a further Business Rate report in 12 months time.**

(Martin Stubbs - 01274 432056)

**8. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - DRAFT WORK PROGRAMME 2017/18**

67 - 74

The report of the Overview and Scrutiny Lead (**Document “AW”**) presents topics which could be included in the Corporate Overview and Scrutiny Committee Work Programme for 2017/18.

**Recommended –**

- (1) That members consider and comment on the areas of work included in the draft work programme for 2017-18.**
- (2) That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt – 01274 432574)

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



## **Report of the Strategic Director of Place to the meeting of Corporate Overview and Scrutiny Committee to be held on Wednesday 26th April 2017.**

# AT

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### **Subject:**

**Update on delivery of the Prevent Strategy in the Bradford District**

### **Summary statement:**

**This report outlines the requirements of the statutory Prevent Duty and progress towards the Prevent Action Plan for the District**

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Steve Hartley  
Strategic Director - Place

### **Portfolio:**

**Leader of Council and Corporate**

Report Contact: Ian Day  
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### **Overview & Scrutiny Area:**

**Corporate**



## 1. SUMMARY

This report will describe the approach taken to delivering the Government's Prevent Strategy in Bradford District since Prevent became a statutory requirement in July 2015.

It will describe the practical measures in place to help build resilience in our communities to those who promote extremism, hate and violence.

## 2. BACKGROUND

2.1 Extremism, particularly violent extremism, is one of the most serious challenges facing society today. It has the potential to not only manifest itself in physical attacks on people and places, but to isolate individuals and create a breakdown in relationships between communities.

2.2 The *Prevent* strategy, reviewed by the Government in 2011, is part of the overall counter-terrorism strategy, CONTEST. Prevent is a distinct part of the CONTEST Strategy focusing on early intervention through strategies which reduce the likelihood of individuals supporting a violent extremist ideology or becoming terrorists. The aim of the *Prevent* strategy is to reduce the threat to the UK from all forms of terrorism by stopping people becoming terrorists or supporting terrorism. It sits within the 'non-criminal' area of preventative work.

2.3 The 2011 *Prevent* strategy has three specific strategic objectives:

- respond to the **ideological** challenge of terrorism and the threat we face from those who promote it;
- prevent **individuals** from being drawn into terrorism and ensure that they are given appropriate advice and support; and
- work with sectors and **institutions** where there are risks of radicalisation that we need to address.

2.4 Prevent has always had a focus on far right extremism but this has increased, particularly since the murder of a sitting MP by a far right extremist in June 2016.

2.5 The UK Terror threat level was increased from 'substantial' to 'severe' on 29<sup>th</sup> August 2014. This was a result of the growth of 'so called' Islamic State (Daesh) across Syria and Iraq and the small but significant numbers of UK citizens joining others across the world in travelling to join this Terrorist group.

2.6 In February 2015 the Counter Terrorism and Security Act received royal assent and significantly made Prevent a statutory duty for Local Authorities, the Police, Prison/Probation Services, Further and Higher Education, Schools and the Health Sector.

2.7 The Act places a duty on these specified authorities to have 'due regard', in the exercise of its functions, to the need to prevent people from being drawn into terrorism'. The Prevent Duty came into force as of 1<sup>st</sup> July 2015.

2.8 The term "due regard" as used in the Act means that the authorities should place an appropriate amount of weight on the need to prevent people being drawn into terrorism. Preventing people becoming terrorists or supporting terrorism also requires challenge to extremist ideas where they are used to legitimise terrorism and are shared by terrorist groups.

2.9 The government has defined extremism as: "*vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance*



*of different faiths and beliefs. It also include in the definition of extremism calls for the death of members of our armed forces”.*

- 2.10 Events in Syria and Iraq mean that Daesh is under severe pressure and the numbers travelling to join this movement have diminished significantly. Authorities are preparing for the range of scenarios in which UK residents, including children, may return to the UK. Those returning can expect to face prosecution should it be evidenced that they have been involved supporting terrorist organisations.
- 2.11 There have been sporadic visits to Bradford by far right groups over recent years. These groups distort facts, seek to offend and provoke and promote hate across our communities. Events held by far right groups have been very poorly attended and almost exclusively by people from outside this District. They have been very largely ignored by all in our communities and District residents should be commended for this.
- 2.12 A Police study, in 2016, highlighted a link between mental health and Prevent referrals. Chief Constable Simon Cole, who is in charge of the Prevent programme nationally for the Police said “There would appear to be, from the work we have been doing, a link to people who are vulnerable around mental health.” The police study of 500 cases dealt with by Channel, an anti-radicalisation scheme, found that 44% of the individuals involved were assessed as being likely to have vulnerabilities related to mental health or psychological difficulties. Possible disorders include depression and anxiety, through to psychosis.
- 2.13 The nature of the threat from extremist groups is now not only from large scale coordinated attacks, but increasingly from lone individuals inspired and encouraged to carry out attacks in the UK.
- 2.14 The issue of extremism, and how best to prevent it, is a complex, emotive, and highly debated one. We know the danger posed by those who choose to harm others in pursuit of their goals is stark: the recent terrorist attack in London reminds us of this. There needs to be a collective effort to prevent vulnerable individuals from being drawn into extremist activity.

### **3. OTHER CONSIDERATIONS**

#### **Prevent Delivery in Bradford District:**

3.1 In response to the requirements of the Prevent Duty support has been provided to the six ‘specified authorities’ to develop their own Prevent Plan. Collectively, these plans form the District Prevent Action Plan 2015-17 (**see appendix one**). This approach broadens accountability and ensures effective partnership contribution. The key themes of safeguarding, education, transparency, challenging extremist narratives and community engagement remain our top priorities.

3.2 Protecting vulnerable people from being drawn into terrorism both physically or on-line is a Safeguarding issue. Prevent has been included in District Safeguarding procedures through both the Adults and Children/Young Peoples Safeguarding Boards. Concerns around radicalisation are reported through existing organisational safeguarding procedures. Reports on the requirements of the Prevent Duty have been delivered to both the Districts Adults and Children’s Safeguarding Boards.



3.3 Bradford Council facilitates the Channel support scheme which provides support at an early stage to people who are identified as being vulnerable to being drawn into terrorism. The programme uses a multi-agency approach to protect vulnerable people by identifying individuals at risk; assessing the nature and extent of that risk; and developing the most appropriate support plan for the individuals concerned. Participation in Channel is completely voluntary.

3.4 To support understanding of safeguarding processes and to help increase confidence in staff to recognise and respond to concerns around extremism, training is available to staff through the 'Workshop to Raise Awareness of Prevent' (WRAP). Using actual UK case studies of extreme right-wing and Daesh extremism the course explores factors which may contribute to an individual's susceptibility to a terrorist ideology. Feedback strongly indicate that WRAP is an easy to understand and non-alarmist method of raising awareness of Prevent. To date, nearly 15,000 staff in the District have received WRAP training

3.5 The internet has opened up new ways to promote extremism. It has also made it more difficult to identify, and support those at risk. The Counter-Terrorism Internet Referral Unit removes around 1,000 items of material from a range of extremist groups from the internet each week, and this is a trend that is continuing. Engaged and computer-savvy parents and families are critical to addressing the risk present online in their homes. Cyber safety training has wider benefits and supports safeguarding over a number of areas.

3.6 Prevent is most effective when public services have the confidence to deliver, and when communities trust and are engaged in the approach being taken. Internet safety training, for example, has been welcomed across our communities as has much of our project work that helps build resilience (see 3.8). The risk of being drawn into extremist activity is a vulnerability in the same way that some are at risk of exploitation by others. Engaging the person at risk, and all those around them, in an open and honest way is vital to success.

3.7 Bradford has sought to increase transparency and accountability of Prevent work and has made all the District's Prevent Action Plan available on the Council website. These can easily be accessed via an internet search. In addition, Bradford has, for several years, run a 'Community Reference' group whereby communities are consulted on Prevent delivery. Finally, Prevent is regularly scrutinised through local political structures via the Corporate Overview and Scrutiny Group.

3.8 Funding for project work from the Home Office (Office for Security and Counter Terrorism) has been made available since 2012. Over the last five years Bradford has delivered seventeen projects. The focus has been strongly on safeguarding, building resilience, education and in engaging communities. Some examples are provided below:

- 1) **On-line Resilience Project** - Education on internet safety relating to extremist related narratives is essential. There is a need to support schools with awareness and a range of skills in dealing with on-line extremist narratives. These include:
  - Exploring internet as a vehicle for unregulated propaganda
  - Understanding conspiracy theories and having a balanced approach
  - The power and reach of social media
  - Personal safety on-line
  
- 2) **Community Support Project** - A community led initiative to mentor young people at risk of radicalisation and extremism. This programme offers and provides support to at risk individuals who do not meet the Channel threshold. Bradford Hate Crime Alliance has worked with individuals who have been referred through Prevent Safeguarding, school or community referrals providing a relevant and effective support package to each individual.





- 3) **Supplementary School programme** -The programme has delivered training to Madrassah leaders and teachers to recognise extreme ideologies and the processes used to justify their cause. The training supports delegates to understand the signs that someone may be being manipulated or radicalised and know how to intervene and where to seek support. In addition, the programme will increase understanding for students of how extreme ideologies do not represent true Islam.
- 4) **Choices then and Now** - learning from the past has proved a really valuable way to help contextualise and understand current issues. This programme, developed by the Peace Museum UK in Bradford, looks at many aspects of World War One and encourages dialogue and debate with students. It was delivered by at least 153 trainee teachers as part of their teaching practice and has had wide coverage across Bradford schools. Choices then and Now has been selected to go on the Home Office Prevent 'National Good Practice Catalogue' and is being delivered in a number of local authority areas across the country, (refer to website: <http://choicesthenandnow.co.uk/>)

### **3.9 The Role of West Yorkshire Police**

3.9.1 The West Yorkshire Police Prevent team is managed by the North East Counter Terrorism Unit, it consists of a dedicated team of officers allocated to the Bradford District, this is a Sgt led team who work closely with District Police and the Council's Prevent Co-ordinator.

The team consists of four police constables and two police staff members who work across the District on Prevent related issues. Their role since the inception of the strategy has been one of engagement with communities with the intention of better understanding the make-up of the community they serve and building relationships with the public to engender trust and confidence in the police service. This in turn provides opportunities for communities to share concerns and provides WYP and the partnership with the platform to take prevent to the public and contribute to the delivery of the action plan at a local level.

3.9.2 Prevent officers have been constants within communities across the District over a number of years and have broken down barriers both within and across communities.

3.9.3 The team has been able to build relationships which have proved very beneficial when the District has experienced heightened tensions; e.g. as a result of numerous protests initiated by the English Defence League or when speakers of concern have spoken at events. As a result of these positive relationships the officers have been able to work across communities providing bespoke policing interventions whilst reassuring the general public at large. This has meant that the negative impact of these potentially damaging incidents upon the District has been minimised.

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

There are no direct costs attributable to Bradford Council in relation to the engagement of the Prevent Coordinator function.

4.2 A central government grant of £85,000 is made available annually to Bradford to fund a Local Authority Prevent Co-ordinator and support for the delivery of Prevent work.

4.3 Bradford Council can also apply for funding to deliver projects which contribute to delivering key Prevent objectives in the District. Bradford has secured funding consistent with other local authority areas in the region and delivered seventeen projects over the last five years.



4.4 Partners across health, education, probation and the Police have dedicated resources to ensuring safeguarding processes are in place and, where appropriate, that education services seek to steer people away from extremism and towards a more cohesive society

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

5.1 Governance - Local delivery of the strategy is overseen through the Bradford CONTEST governance mechanism, see **appendix two**. The structure involves partnership at all levels with a wide range of agencies needed to ensure that we successfully deliver CONTEST in Bradford and the Prevent Strategy within this.

5.2 The CONTEST structure is led by the Gold group which provides strategic lead and direction to the work in the District. The CONTEST Silver group provides operational lead and both these groups rely on the input of strategic partners. Partners should be commended for the commitment and resource they have dedicated to making this structure an effective one.

5.3 Two strands of the CONTEST Strategy Protect and Prepare deal with emergency planning, civil contingencies and business continuity. The Bradford District Contest Gold Group has a strategic overview and oversees risk management.

## **6. LEGAL APPRAISAL**

6.1 The Counter Terrorism and Security Act 2015 puts the Prevent programme on a statutory footing and makes delivering the Channel scheme a legal requirement. Specifically, the Act:

- Creates a new duty on certain bodies to have due regard to the need to prevent people from being drawn into terrorism. The duty will apply to bodies including local authorities, the police, prisons, providers of probation services, schools, colleges, and universities.
- Allows the Secretary of State to issue guidance to those bodies on how the duty should be fulfilled.
- Gives the Secretary of State power to direct a body to take certain action, which would be used to enforce compliance where the Secretary of State is satisfied that the body has failed to discharge the duty.

The Channel scheme becoming statutory has:

- required local authorities to ensure a multi-agency panel exists and chair the panel;
- required the panel to develop a support plan for accepted cases and signpost to other support where cases are not accepted;
- ensured consent is sought prior to support being provided;
- placed a duty to cooperate on panel partners;
- required partners to pay due regard to guidance issued by the Secretary of State; and
- allowed the Secretary of State to indemnify intervention providers that provide ideological/ theological support for the Channel programme.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**



Despite the increased emphasis on far right extremism, the Government believes the main threat to UK is through terrorism inspired by Daesh or groups with a similar ideology. Threat conditions can change very quickly but the context which shapes Prevent delivery is focused where risk actually exists. This is evidence based and not influenced by propaganda or media reporting but using the information that is available across agencies. Partners across Bradford District work hard to engage communities in Safeguarding.

## **7.2 SUSTAINABILITY IMPLICATIONS**

The Government approach to Prevent is to look at the security of the nation from the threat of terrorism that may arise from within the UK or from internationally inspired ideologies.

At present the work around countering terrorism will continue for the foreseeable future. Within Bradford the approach taken has been to develop close relationships with key public agencies and safeguarding bodies in order to position them to take forward the agenda as part of mainstream activity in future years

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no Greenhouse Gas implications apparent

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

The Prevent Strategy for Bradford District is central to reducing the threat of terrorism and extremism through a partnership structure engaging a wide range of agencies including West Yorkshire Police.

Prevent sits within the context of the District's Community Safety Plan and reports periodically to the District's Safer and Stronger Community Partnership.

## **7.5 HUMAN RIGHTS ACT**

Terrorism has an impact on human rights, in particular the rights to life, freedom, respect and expression. Terrorist acts can destabilise Governments, undermine civil society, jeopardise peace and security, threaten social and economic development, and can affect the strength and resilience of our communities.

The Prevent Strategy provides a means for developing our partnership arrangements and ensuring we build resilience in the community and put in place effective counter terrorism measures.

## **7.6 TRADE UNION**

There are no trade union implications apparent

## **7.7 WARD IMPLICATIONS**

The nature of patterns of extremism in the District means that certain wards are more prone



to extremist activity, whether this is extreme right wing, Islamist or other.

This will impact on the levels of engagement required to mitigate any emergence of extremism and can change over time.

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

None.

## **9. OPTIONS**

Corporate Services Overview and Scrutiny Committee to consider the delivery of Prevent Work across Bradford district and make any recommendations for further consideration.

## **10. RECOMMENDATIONS**

10.1 The Corporate Overview and Scrutiny Committee acknowledge the progress on work undertaken in implementing the Prevent agenda in Bradford.

10.2 The Corporate Overview and Scrutiny Committee acknowledge this report and the intended direction for Prevent in the district.

10.3 A report is presented in twelve months' time giving a progress update.

## **11. APPENDICES**

Appendix One – Bradford District Prevent Delivery Plans:

*District Prevent Plan – Local Authority*

*District Prevent Plan – Police*

*District Prevent Plan – Health*

*District Prevent Plan – Schools*

*District Prevent Plan – Further/Higher Education*

*District Prevent Plan – Probation*

Appendix Two – Bradford CONTEST Governance Chart

## **12. BACKGROUND DOCUMENTS**



# Bradford District Prevent Plan – Local Authority

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>1. LEADERSHIP</b>			
1.1 In partnership with West Yorkshire Police to lead District CONTEST arrangements and ensure full partnership input	Bradford MDC	Effective strategic coordination for Prevent and alignment across sectors. Effective partnership delivery structure	
1.2 Ensure Safeguarding Boards receive updates on Prevent delivery and aware of key risk issues for children and vulnerable adults	Bradford MDC	Partnership actions respond directly to current risk. Safeguarding approach is comprehensive and integrated	
1.3 Ensure that Channel process is supported by the appropriate organisations and expertise	Bradford MDC	Appropriate multi-agency partnership means individuals support needs are determined collectively and response is proportionate/ effective	
1.4 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes	Bradford MDC	Concerns around radicalisation are supported via safeguarding mechanisms and managed proportionately	
1.5 Support Police to deliver District risk assessment process and ensure partners are fully sighted on key risk issues	Bradford MDC	Partnership actions respond directly to current risk. Response to changes in risk are fluent and prompt	

# Bradford District Prevent Plan – Local Authority

Activities	Lead Organisations	Expected Outcomes	Progress
<b>2. CAPABILITIES</b>			
2.1 BMDC Workforce Development staff deliver WRAP to key Local Authority staff	Bradford MDC	Local Authority able to provide relevant Prevent safeguarding training to their staff on a sustainable basis	
2.2 Deliver a rolling programme of WRAP training to key staff	Bradford MDC	Staff are able to recognise, and respond proportionately to Prevent concerns	
2.3 Ensure all nominated Prevent Lead staff across organisations are offered training and are up to date with national policy and practice	Bradford MDC	Lead staff able to deliver appropriate initiatives to reduce the risk of radicalisation within their organisations	
<b>3. WORKING IN PARTNERSHIP</b>			
3.1 Support key sectors delivering the Prevent Plan in the District and ensure appropriate guidance is available	Bradford MDC	Accountability across organisations. Co-ordinated District response for Prevent	
3.2 Support the Channel programme so that appropriate interventions are in place to support vulnerable individuals	Bradford MDC	Liaising with partners provides appropriate and effective interventions	
3.3 Develop and deliver <i>Prevent</i> -related projects that focus on key priorities such as education and engagement	Bradford MDC	Prevent projects targeted at key areas of risk  Good practice is shared across the District and beyond.	

# Bradford District Prevent Plan – Local Authority

Activities	Lead Organisations	Expected Outcomes	Progress
<b>3. WORKING IN PARTNERSHIP - CONTINUED</b>			
3.4 Engage with groups and individuals who wish for dialogue around Prevent and related subjects - including the Prevent Community Reference Group and Independent Advisory Group	Bradford MDC	<p>Early identification of issues causing community tensions.</p> <p>Engagement builds trust and confidence</p>	
<b>4. CHALLENGE AND DISRUPT EXTREMIST NARRATIVES</b>			
4.1 Provide education programmes to support on-line challenge where social media is used to promote extremist narrative	Bradford MDC	Greater on-line presence and challenge to extremist narrative in forums used by many in Bradford District	
4.2 Support organisations with IT equipment available to the general public to consider using filtering solutions that limit access to terrorist and extremist material	Bradford MDC	Increased difficulty in accessing extremist material at public access points	
4.3 Support training programmes that raise awareness of legal issues around accessing extremist material on-line and encourage reporting of extremist material	Bradford MDC	<p>Build trust and confidence with communities</p> <p>Increases reporting of illegal websites</p>	

# Bradford District Prevent Plan – Local Authority

Activities	Lead Organisations	Expected Outcomes	Progress
<b>4. CHALLENGE AND DISRUPT EXTREMIST NARRATIVES - CONTINUED</b>			
4.4 Ensure that publicly-owned venues and resources do not provide a platform for extremists and hate speech.	Bradford MDC	Reduced opportunities and spaces to promote extremism	
4.5 Ensure organisations hosting external speakers are aware of responsibilities to have robust equal opportunities policies which challenge hate speech, racism and homophobia	Bradford MDC	Bradford District is increasingly difficult place for speakers to deliver extremist speeches/lectures and hate speech	
<b>5. SUPPORT GROUPS/INDIVIDUALS WHO MAY BE VULNERABLE TO EXTREMIST NARRATIVES</b>			
5.1 Raise awareness of extremist/terrorist groups targeting young women to travel to Syria/Iraq	Bradford MDC	Heightened awareness of manipulation and grooming of young women to travel to conflict zones.	
5.2 Consult with established Women's groups to deliver appropriate messaging to build resilience in women and young females in the District	Bradford MDC	Resources are targeted effectively and resilience work delivered in partnership with community organisations	
5.3 Support communities at risk of being drawn into domestic extremism	Bradford MDC	Influence and reach of far right extremist groups is minimised	



# Bradford District Prevent Plan – Local Authority

Activities	Lead Organisations	Expected Outcomes	Progress
<b>5. SUPPORT GROUPS/INDIVIDUALS WHO MAY BE VULNERABLE TO EXTREMIST NARRATIVES - CONTINUED</b>			
5.4 Support schools to deliver appropriate and effective curriculums that challenge all extremist narratives	Bradford MDC	Young people are able to identify extremist narrative and have increased resilience	
5.5 BMDC Youth Service to build on training provided to senior and other staff to provide education and engagement programmes in community settings	Bradford MDC	Young people are given safe spaces for dialogue, discussion and support	
5.6 BMDC Youth Offending Team delivers 'Rights, Respect and Responsibilities' programme	Bradford MDC	Vulnerable young people are supported in recognising positive citizenship and damage caused by extremist narratives	
<b>6. SUPPORT GROUPS/INDIVIDUALS WHO MAY BE VULNERABLE TO EXTREMIST NARRATIVES</b>			
6.1 Research and understand the nature of Islamophobia and how this affects people in the District	Bradford MDC	Prevent delivery is sensitive to community needs and seeks to engage not alienate  Build trust and confidence with communities.	
6.2 Hate crime and incidents are monitored and victims are supported. Prevent staff make analysis of hate incidents motivated by faith such as Islamophobic or anti-Semitic	Bradford MDC	Emerging trends which target specific groups are identified early so that measures can be put in place to address.	

## Bradford District Prevent Plan – Local Authority

Activities	Lead Organisations	Expected Outcomes	Progress
<b>7. SAFE GIVING TO CHARITY</b>			
<p>7.1 Lead promotional work to raise awareness around safe giving to Charity.</p> <p>Support initiatives to promote charitable collecting/ giving in the regulated sector to UK registered charities</p>	Bradford MDC	<p>Communities have increased awareness and confident in key aspects of safe giving.</p> <p>Legal requirements and recommendations are communicated to charities locally.</p>	
<p>7.2 Communicate the message that aid convoys are not the most effective way to support the Syrian people</p>	Bradford MDC	<p>Reduced travel to Syria and more financial support to existing UK registered charities already working in the region</p>	

# Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>1. LEADERSHIP</b>			
1.1 In partnership with Local Authority to lead District CONTEST arrangements and ensure full partnership input		To have effective strategic coordination for Prevent. Alignment in District Strategic approach Effective partnership	
1.2 Lead the risk assessment process and ensure partners are fully sighted on key risk issues		Partnership actions respond directly to current risk. Response to changes in risk are fluent and prompt	
1.3 Co-ordinate the delivery of the Channel programme		Individuals support needs are determined collectively and response is proportionate/ effective	
1.4 Prevent is embedded into all aspects of policing including patrol, neighbourhood and safeguarding functions		Front line and other relevant Police staff are attuned to risks around extremism/terrorism	
1.5 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes		Concerns around radicalisation are supported via safeguarding mechanisms	

# Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>2. CAPABILITIES</b>			
2.1 Ensure all dedicated Prevent staff receive training and are up to date with national policy and practice		Prevent staff have heightened awareness of risk and national policy and practice. Staff understand community perspectives and can relate to this.	
2.2 Deliver a rolling programme of WRAP training to key staff		Staff are able to recognise, and respond proportionately to Prevent concerns	
<b>3. WORKING IN PARTNERSHIP</b>			
3.1 Support partnership groups delivering the Prevent Plan in the District and ensure appropriate guidance is available		Representation and accountability to ensure there is a coordinated District response for Prevent	
3.2 Consider appropriate interventions, including the Channel programme, to support vulnerable individuals		Liaising with partners provides appropriate and effective interventions	
3.3 Collate and analyse community tension reporting across the District		Early response to curtail emerging tensions. Multi-agency response to key hate crimes and incidents.	
3.4 Supporting local authority <i>Prevent</i> Coordinators in developing <i>Prevent</i> -related projects		Prevent projects targeted at key areas of risk	

# Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>3. WORKING IN PARTNERSHIP - CONTINUED</b>			
3.5 Engage with groups and individuals who wish to engage around Prevent and related subjects including the Prevent Community Reference Group and Independent Advisory Group		<p>Early identification of issues causing community tensions.</p> <p>Engagement builds trust and confidence</p>	
<b>4. CHALLENGE AND DISRUPT EXTREMIST NARRATIVES</b>			
4.1 Engage with individuals and groups with extremist ideologies and where appropriate attend/engage/disrupt extremist activities.		<p>Deterrence to extremist activity.</p> <p>Relationship and trust building</p>	
4.2 Providing high visibility police presence at relevant events in public places		Reassurance and engagement with communities	
4.3 Support organisations with IT equipment available to the general public to consider using filtering solutions that limit access to terrorist and extremist material		Increased difficulty in accessing extremist material at public access points	

# Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>4. CHALLENGE AND DISRUPT EXTREMIST NARRATIVES - CONTINUED</b>			
4.4 Support training programmes that raise awareness of legal issues around accessing extremist material on-line and encourage reporting of extremist material		Build trust and confidence with communities  Increases reporting of illegal websites	
4.5 Ensure organisations hosting external speakers are aware of responsibilities to have robust equal opportunities policies which challenge hate speech, racism and homophobia		Bradford District is increasingly difficult place for extremist speakers to deliver speeches/lectures	

## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>5. SUPPORT GROUPS/INDIVIDUALS WHO MAY BE VULNERABLE TO EXTREMIST NARRATIVES</b>			
5.1 Raise awareness of extremist/terrorist groups targeting young women and encouraging them to travel to Syria/Iraq		Heightened awareness of manipulation and grooming of young women to travel to conflict zones.	
5.2 Consult with both established Women's groups and emerging women's organisations working with younger women / teenagers to deliver appropriate messaging to build resilience in women and young females in the District		Resources are targeted effectively and resilience work delivered in partnership with community organisations	
5.3 Support communities at risk of being drawn into domestic extremism		Influence and reach of far right extremist groups is minimised	
5.4 Recognise and respond to hate crime including Islamophobia and anti-Semitism		Build trust and confidence with communities.	

## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>6. SAFE GIVING TO CHARITY</b>			
6.1 Work with Charities Commission and Local Authority to ensure charitable fundraising is done safely and reaches its intended recipients		Legal requirements and recommendations are communicated to charities locally and more fundraising is channelled through UK registered charities	
6.2 Communicate the message that aid convoys are not the most effective way to support the Syrian people		Reduced travel to Syria and more financial support to existing UK registered charities already working in the region	



# Bradford District Prevent Plan – Health

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>1. LEADERSHIP</b>			
1.1 Health have a designated Prevent Lead ,Regional Prevent Coordinator who is expected to offer advice and guidance to all key health institutions	Yorkshire and the Humber ,Regional Prevent Coordinator [health]	Local Prevent approach is in line with the national framework .  Demonstrate effective partnership and accountability.	
1.2 Key health organisations have a named Prevent lead who have received training and are aware of Prevent and it's objectives Prevent lead –in each organisation acts as single point of contact	Bradford Teaching Hospitals Foundation Trust Airedale General Hospital Bradford District Care Trust Yorkshire Ambulance service Clinical Commissioning groups	To have effective strategic coordination aligned with District and national strategic approach  Organisational Prevent lead responsible for implementation of Prevent within their organisation.	
1.3 Prevent included in the safeguarding assurance process for all provider organisations .	Yorkshire and the Humber ,Regional Prevent Coordinator [health]	Organisations and staff understand Prevent ,the duty and their roles and responsibilities .	
1.4 There is a clear awareness of roles and responsibilities throughout organisations regarding Prevent	Bradford Teaching Hospitals Foundation Trust Airedale General Hospital Bradford District Care Trust Yorkshire Ambulance service Clinical Commissioning groups safeguarding leads	Safeguarding concerns are dealt with effectively. Partnership with Council, schools and the Police is effective.	
1.5 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes	Bradford Teaching Hospitals Foundation Trust Airedale General Hospital Bradford District Care Trust Yorkshire Ambulance service Clinical Commissioning groups	Concerns around radicalisation are supported via safeguarding mechanisms,	

# Bradford District Prevent Plan – Health

Activities	Lead Officer / Organisations	Expected Outcomes	Progress
<b>2. CAPABILITIES</b>			
2.1 Implementation and monitoring of Prevent as outlined in NHS standard contract ,Building partnerships staying safe [BPSS]	Health care providers and commissioners	Prevent Training Plan Prevent embedded in Safeguarding Policies/ Procedures. Risks are managed and support delivered effectively.	
2.2 Ensure staff understand the risk of radicalisation and have the capabilities to deal with it. A programme to deliver Prevent training that is sufficiently resourced.	Bradford Teaching Hospitals Foundation Trust Airedale General Hospital Bradford District Care Trust Yorkshire Ambulance service Clinical Commissioning groups	healthcare staff understand their role and where to access guidance should they have a concern [policy & procedure].	
2.3 Extended support and training to staff in key areas	Bradford Teaching Hospitals Foundation Trust Airedale General Hospital Bradford District Care Trust Yorkshire Ambulance service Clinical Commissioning groups	HVs midwives , sexual health nurses etc linked in and kept aware of extremism / radicalisation	
2.4 bi monthly regional Prevent Forums for health sector Prevent Leads. Prevent a standing item at regional Safeguarding forums ,whose membership includes local commissioners and providers .	Commissioners –NHS England Clinical Commissioning groups Providers	Good practice is shared and implemented. Prevent leads updated on national policy and practice as well as emerging threats .	

# Bradford District Prevent Plan – Health

Activities	Lead Officer / Organisations	Expected Outcomes	Progress
<b>3. WORKING IN PARTNERSHIP</b>			
3.1 Health Prevent lead to work in collaboration with the Bradford District CONTEST Gold and Silver Group	Yorkshire and the Humber ,Regional Prevent Coordinator [health] Prevent leads from providers and commissioning services	Representation and accountability to ensure there is a coordinated District response for Prevent	
3.2 Health Prevent Lead and Safeguarding leads able to access support through Channel process	Prevent leads from providers and commissioning services Safeguarding leads	Support to health sector and/or individuals is available quickly and is in proportionate to their needs	
3.3 Health Sector representation on Channel Partnership	Yorkshire and the Humber ,Regional Prevent Coordinator [health]	Mental health services are instrumental ensuring Channel processes complement existing safeguarding mechanisms.	
3.4 Prevent included in safeguarding assurance process for providers by commissioners	Clinical Commissioning groups	Commissioned services are aware of Prevent responsibilities and deliver these effectively	

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# Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>1. LEADERSHIP</b>			
1.1 Education to have a designated Prevent lead officer to provide advice and guidance to schools	Children's Services	To have a single point of Education and Schools Effective partnership and accountability	
1.2 Children's Services senior management teams are aware of Prevent and it's objectives	Children's Services Access and Inclusion Diversity and Cohesion Service	To have effective coordination for Prevent Alignment with District Strategic approach	
1.3 Schools Senior Leadership team and Governors are aware of Prevent and it's objectives	Head Teacher/Safeguarding Lead and Governors	Understanding and support for work to reduce extremism across the District's Schools	
1.4 There is a clear awareness of roles and responsibilities throughout organisation regarding Prevent	Children's Services Schools	Safeguarding concerns are dealt with effectively. Partnership with council, schools and the Police is effective	
1.5 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes	Children's Services Schools	Concerns around radicalisation are reported and dealt with effectively	

# Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>2. CAPABILITIES</b>			
2.1 Children’s Services to provide trained staff to deliver Workshop to Raise Awareness of Prevent Education and School based staff	BMDC Children’s Services Access and Inclusion Diversity and Cohesion	Education and school staff able to provide relevant safeguarding training to their staff on a sustainable basis	
2.2 Delivery a rolling programme of WRAP training to key Education and School based staff	BMDC Children’s Services Access and Inclusion Diversity and Cohesion	Priority schools are supported effectively and appropriate interventions are provided	
<b>3. WORKING IN PARTNERSHIP</b>			
3.1 Education Prevent lead to work in collaboration with the Bradford District CONTEST Gold and Silver Group	BMDC Children’s Services Diversity and Cohesion	Representation and accountability to ensure there is a coordinated District response for Prevent	
3.2 Education Prevent Lead and Schools Safeguarding leads able to access support through Channel process	BMDC Children’s Services Diversity and Cohesion	Support to schools and/or individuals is available quickly and is proportion to their needs	
3.3 To raise awareness of Prevent with Supplementary Schools	BMDC Children’s Services Diversity and Cohesion	WRAP training offered to all supplementary schools	

## Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>4. RISK ASSESSMENT</b>			
4.1 To review the schools self assessment questionnaire	BMDC Children’s Services Diversity and Cohesion	Schools have appropriate Prevent practice in place	
4.2 To develop a school risk assessment form	BMDC Children’s Services Diversity and Cohesion	Potential risks minimised	
<b>5. TEACHING AND LEARNING</b>			
5.1 Create a partnership with schools to support the delivery of effective and relevant education giving providers the confidence, willingness and ability to provide students with resilience to extremist and hate narratives	BMDC Children’s Services Diversity and Cohesion	To support schools to design and deliver approaches which provide young people with resilience to extremist ideology	
5.2 Develop teacher training programmes which provides staff with the knowledge and confidence to work with students on challenging and controversial issues	BMDC Children’s Services Diversity and Cohesion	Schools confident in addressing radicalisation and extremism issues	
5.3 To set up Prevent sub-group for Education and Schools Sector	To include: Primary, secondary universal provision <u>Specialist Provision</u> <u>Independent schools</u>	A considered approach to this work provides the most effective provision and support for both teachers and students	

## Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>5. TEACHING AND LEARNING – Continued</b>			
5.4 <b>Stand up, speak out, make a difference</b> programme in partnership with the Anne Frank Trust. Continue to deliver training for staff and peer education training to students in primary and secondary schools	BMDC Children’s Services Diversity and Cohesion	Young people are trained through the peer education programme and through youth voice are able to disseminate information and challenge on extremist narratives to their peers	
5.5 <b>REWIND</b> support for secondary schools to challenge far right extremist narratives and share learning with Behaviour and Attendance Collaboratives (BACs)	Prevent Coordinator BMDC Children’s Services Diversity and Cohesion	To develop a better understanding of how far right extremist narratives and radicalisation	
5.6 <b>Choices Then and Now</b> Promote Peace Museum product to primary and secondary schools appropriate to their needs	Prevent Coordinator BMDC Children’s Services Diversity and Cohesion	To make resource available to schools and support delivery	
5.7 To make sure Prevent support and resources are available to <b>independent and supplementary schools</b> sector		Voluntary and Independent schools sector are engaged with Prevent Strategy	



## Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>5. TEACHING AND LEARNING – Continued</b>			
5.8 Provide a programme for <b>Supplementary Schools</b> to link effectively with mainstream schools through PSHCE that challenges extremist narratives and support cohesion	Prevent Coordinator BMDC Children’s Services Diversity and Cohesion Bradford Youth Development Partnership	Effective partnership between supplementary and mainstream schools to address extremism narratives e.g. BD3 Connecting Schools Project	
5.9 <b>Don’t Rain on my Parade</b> film based educational tool looking at the drivers of religiously motivated and far right extremism	Prevent Coordinator BMDC Children’s Services Diversity and Cohesion	Better understanding of links between far right and Islamic extremism in order to lessen the potential for radicalisation	

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# Bradford District Prevent (FE/HE) Plan

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>1. EFFECTIVE LEADERSHIP</b>			
1.1 FE College / University to have a designated Prevent lead.	Bradford University Bradford College ShIPLEY College Leeds City College (Keighley Campus) Aspire-i	Effective partnership and accountability. Alignment with District Strategic approach	
1.2 Senior Leadership team and Governors are aware of Prevent and it's objectives	Bradford University Bradford College ShIPLEY College Leeds City College (Keighley Campus) Aspire-i	Understanding and support for work to reduce extremism across HE/FE institutions	
1.3 There is a clear awareness of roles and responsibilities throughout organisation regarding Prevent	Bradford University Bradford College ShIPLEY College Leeds City College (Keighley Campus) Aspire-i	Safeguarding concerns are dealt with effectively. Partnership with Council and the Police is effective.	
1.4 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes	Bradford University Bradford College ShIPLEY College Leeds City College (Keighley Campus) Aspire-i	Concerns around radicalisation are supported via safeguarding mechanisms	

## Bradford District Prevent (FE/HE) Plan

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>2. CAPABILITIES</b>			
2.1 HE/FE Institutions provide a trainer to deliver the Workshop to Raise Awareness of Prevent to their staff in Bradford District	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	FE/HE institutions able to provide relevant safeguarding training to their staff on a sustainable basis	
2.2 Deliver a rolling programme of WRAP training to key staff	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Priority cases are supported effectively and appropriate interventions are provided	
2.3 HE/FE Institutions identify other relevant training for Prevent leads	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Key staff receive ongoing support to raise their awareness and capabilities	
<b>3. RISK ASSESSMENT</b>			
3.1 A risk assessment process is agreed and implemented	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Risk is minimised by effective and proportionate assessment process	
3.2 Process RAG rates key issues and puts plans in place to mitigate key areas of risk	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Institutions are aware of key areas of risk and respond appropriately	

# Bradford District Prevent (FE/HE) Plan

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>4. WORKING IN PARTNERSHIP</b>			
4.1 Representation and accountability at Bradford District CONTEST Gold and Silver Group	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Enable co-ordinated District response. HE/FE institutions accountable for Prevent delivery locally	
4.2 Prevent Lead and Safeguarding leads able to access support through Channel process	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Support to individuals is available quickly and is proportion to their needs	
4.3 Active HE/FE representation in Prevent sub-group for Education and Schools Sector	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	HE/FE contribute to develop an relevant and engaging Citizenship curriculum for young people	
4.4 Raise awareness of students and engage with Student's Union	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Students are engaged in processes to reduce risks around radicalisation and extremism.	
4.5 HE/FE Institutions hosting external speakers are aware of responsibilities to have robust equal opportunities policies which challenge hate speech, racism and extremism	Bradford University Bradford College Shiplay College Leeds City College (Keighley Campus) Aspire-i	Opportunities for external speakers to promote division and hate in the District are minimised	

# Bradford District Prevent (FE/HE) Plan

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>5. TEACHING AND LEARNING</b>			
5.1 Provide support and advice in on-line safety. ICT policies the risk of on-line radicalisation	Bradford University Bradford College Shipley College Leeds City College (Keighley Campus) Aspire-i	Risks are minimised of inappropriate use of ICT on campus. Students are aware of key issues in on-line safety.	
5.2 Students are aware of the benefits of community cohesion and the damaging effects of extremism on community relations. Colleges encourage active participation in cohesion initiatives.	Bradford University Bradford College Shipley College Leeds City College (Keighley Campus) Aspire-i	Positive community cohesion reduces the conditions in which extremism can take root.	
5.3 Students are made aware of the dangers of travel to Syria and Iraq	Bradford University Bradford College Shipley College Leeds City College (Keighley Campus) Aspire-i	Reduced risk of travel to Syria/Iraq	
5.4 Students are made aware of key issues around safe giving and safe collecting for charity	Bradford University Bradford College Shipley College Leeds City College (Keighley Campus) Aspire-i	Student's aware best way to support Syrian people is by giving financially to registered charities with existing operations in the country.	

# Bradford District Prevent Plan – Probation

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>1. EFFECTIVE LEADERSHIP</b>			
1.1 NPS Bradford District and West Yorkshire CRC have designated Prevent lead (supported by Divisional Probation Counter-terrorism Lead (PCTL).	National Probation Service/ Community Rehabilitation Company (CRC)	Effective partnership and accountability. Alignment with District Strategic approach	
1.2 Bradford Senior Leadership are aware of Prevent and it's objectives	National Probation Service/ CRC	Understanding and support for work to reduce extremism across Probation Service	
1.3 Prevent safeguarding responsibilities have been embedded within the organisation	National Probation Service/CRC	Concerns around radicalisation are supported via safeguarding mechanisms	
<b>2. APPROPRIATE CAPABILITIES</b>			
2.1 NPS deliver effective safeguarding/screening/awareness package for frontline and other relevant staff (inc WRAP where appropriate)	National Probation Service	Probation able to provide relevant safeguarding training on a sustainable basis	
2.2 Trainee Probation Officers receive Prevent awareness training	National Probation Service	Newly qualified staff have basic skills to recognise, respond and refer issues of concern	
2.3 NPS identify other relevant training support for semi-specialist staff	National Probation Service	Staff receive ongoing support to raise their awareness and capabilities	
2.4 CRC Staff Training in place	Community Rehabilitation Company	Risk is minimised by effective and proportionate assessment process	

# Bradford District Prevent Plan – Probation

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>3. RISK ASSESSMENT</b>			
3.1 Organisational risk assessment process is agreed and implemented	National Probation Service/ Community Rehabilitation Company	Risk is minimised by effective and proportionate assessment process	
3.2 Process RAG rates key issues and puts plan in place to mitigate key areas of risk	NPS/CRC	Institutions are aware of key areas of risk and respond appropriately	
3.3 Risk screening takes place for all cases	NPS	Cases are supported effectively and appropriate interventions are provided	
<b>4. WORKING IN PARTNERSHIP</b>			
4.1 Representation and accountability at Bradford District CONTEST Gold and Silver Group	NPS	Enable co-ordinated District response. NPS accountable for Prevent delivery locally	
4.2 Active Probation representation in District Community Safety Partnership	NPS	Effective links between CONTEST and District CSP	
4.3 CRC to engage with NPS Prevent process and develop appropriate Safeguarding protocols	CRC	Risk is minimised in CRC provision	



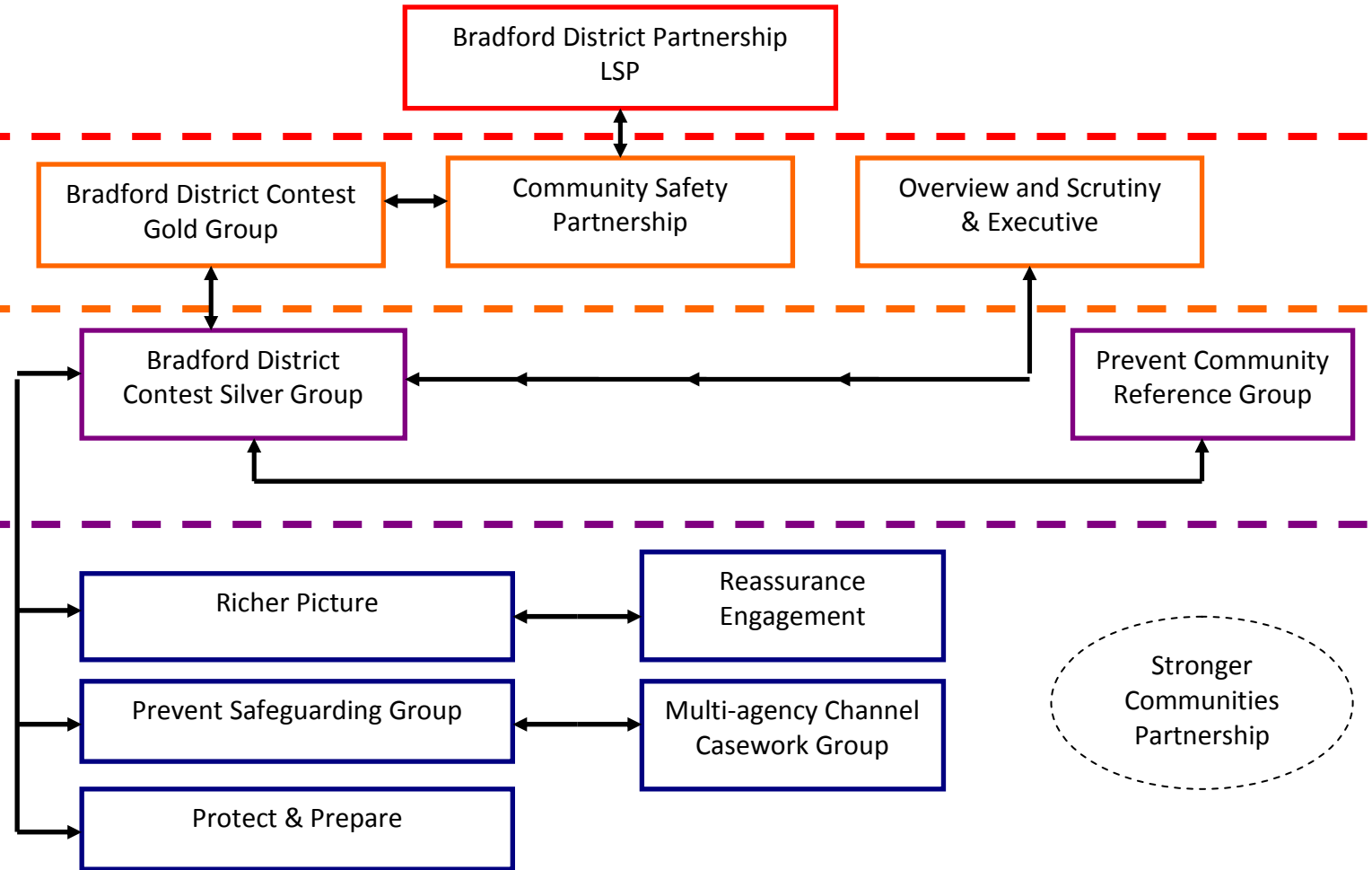
# Bradford CONTEST Governance Chart 2015

**Long Term Vision**

**Leadership, Strategic priorities and Planning**

**Joint Tasking and Action Planning**

**Operations and Delivering Priorities**



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## **Report of the Director of Corporate Services to the meeting of Overview & Scrutiny Committee to be held on 26th April 2017.**

**AU**

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**Subject: Property Investment Strategy**

**Summary statement:** The purpose of this report is to outline the Council's proposed Investment Strategy and objectives for acquiring property assets for investment purposes.

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**Portfolio: Leader of Council and Corporate Overview & Scrutiny Area: Corporate**

## **1. PURPOSE OF THIS DOCUMENT**

- 1.1 The purpose of this report is to set out the Council's proposed Property Investment Strategy, its objectives and benefits for acquiring and creating strategic property assets for investment and regeneration purposes, to support the Council's financial pressures.

## **2. INTRODUCTION**

- 2.1 It is proposed in this report that the Council takes a pro-active approach and invests further in commercial property. The Council currently holds a property investment portfolio valued at around £45 million, which generates a net income of £2.8 million per annum. The proposed investment could either be to support economic development or regeneration within the district, or for the purpose of income generation for the provision of services or a mixture of both.
- 2.2 This report considers the issues that should be taken into account when considering such a strategy and the general approach the Council should take in formulating the strategy.
- 2.3 It is recognised that further work may be required to complete the strategy and further approvals will be sought to the overall "direction of travel" in connection with this proposal.
- 2.4 The focus of this report is for investment in commercial property (offices, car parks, industrial, retail, etc.) as a manageable piece of work.

## **3. BACKGROUND**

- 3.1 Bradford Council has for a number of years taken an enhanced strategic approach to the management and operation of property assets following the mobilisation of the Property Programme in 2009. To date this has concentrated mainly on the operational estate.
- 3.2 The Council already owns a substantial investment portfolio, currently valued at around £45 million, generating an income stream of circa £2.8 million. The portfolio includes properties such as the Airedale Shopping Centre in Keighley (managed by a head tenant), the Asda supermarket in Shipley, and also a number of smaller individual management intensive properties.
- 3.3 The Property Investment Strategy forms part of the overall strategic management of the Council's estate and concentrates specifically on the investment portfolio and property investment decisions.

The strategy relates to the acquisition of existing investments and creation of new developments for not only investment purposes but also to aid regeneration.



Adopting a Property Investment Strategy is a long term approach to help mitigate the gap in funding caused by the continuing reductions in Council budgets, to support Council revenues. Many other local authorities have recently adopted this approach, taking advantage of favourable borrowing interest rates from the government. 'Prudential Borrowing' interest rates or long term annuities from the government currently run between sub 1% and 2.45%, and with property investment yields generally ranging between 4.5% - 8%, there is therefore a margin which the local authority may benefit from.

- 3.4 The Strategy will provide additional revenue, the need for which is more prevalent than ever as the phasing out of Government grants over coming years is applied. In addition to the additional revenue generated, the assets will also increase in capital value in the medium to long term and be capable of re-sale in the future.

### **3.3 Investment in Property**

- 3.3.1 It is beneficial for a local authority to hold strategic investments as in the long term it will not only provide the Council with a positive revenue stream, and capital growth but allow the local authority to influence the future growth and development of the city or district. When assessing the potential benefits of a property acquisition, the authority needs to act like a pension fund/life insurance company, who seek long term safe investment propositions providing both rental and capital growth.
- 3.3.2 Consideration needs to be given to an investment's location, type of property, security and strength of covenant and yield, ie return on capital invested, and also by way of appreciation of its underlying potential for capital growth. Further detail on this is provided later within the report. Investment in property is normally a medium to long term investment. It is therefore important that any capital invested will not be required in the short or medium term.
- 3.3.3 In a low interest rate economy, there is a substantial benefit for a local authority to invest in property due to the yield differential, as highlighted earlier, it is possible to use the 'Prudential Borrowing' facility from the government with borrowing rates at sub 1% or borrow by way of an annuity which could be over a term of say 40 years at a fixed interest rate of 2.45%. Therefore if the investment acquired is yielding a return in excess of 5%, the local authority benefits over the length of the lease by the differential between borrowing costs and rental income, and at the end of the borrowing period the council retains 100% of the revenue and from then on has an asset to retain/sell/redevelop.
- 3.3.4 Investment in property and generating surplus revenues is one of the key financial outcomes to contribute to supporting the Council's finances over the next four years and the target approved at full Council in February 2017, is to deliver a net additional revenue stream of £250k over the next two financial years from investing in property, and it is envisaged this will grow further in succeeding years. It is envisaged that acquisitions will be from retail, industrial and commercial sectors.



### 3.4 Key considerations when acquiring property as an investment

The key components when the authority is considering acquiring an investment, is location, type/sector of property, security of income stream ie quality/strength of tenant covenant, yield (return on capital) and management of the property. These are looked at in detail below:

- 3.4.1 **Location** – location of the property is critical to ensure it is an attractive position, so that in the long term it optimises its ability to re-let/re-sell if capital is required, or is strategically located for re-development. The location of the property will ideally enable the Council to be able to undertake inspections and to deal with any management issues without the need to employ specialist agents.
- 3.4.2 **Covenant Strength** - the quality of the tenant and, more importantly, their ability to pay the rent on time and in full is essential. This is particularly important where the Council has borrowed against the investment, and minimum acceptable financial strength for any given tenant will be determined through a financial appraisal of company accounts and the use of appropriate methods of risk assessment and credit scoring.

It is however worth noting that the Council, as a public body, may not wish to invest in properties where the occupiers are generally seen to be undertaking business which is contrary to its corporate values.

- 3.4.3 **Lease length** - the unexpired length of the term of the lease is of key importance in ensuring that the landlord's revenue stream is secure and uninterrupted. The Council will take into consideration the risks associated with a tenant vacating and the potential to attract good quality replacements tenants at acceptable rental levels.
- 3.4.4 **Yield/Rate of return** – is the net rate of return from the property (e.g. through the annual rental income) Prudential Borrowing or acquiring annuities are currently at exceptionally low levels, however, if the cost of borrowing can be fixed over the length of the lease or longer, at substantially less than the property yield, it will generate over the length of the lease an annual revenue surplus to the authority. It is prudent to adopt a theoretical borrowing rate of 4.5%, to ensure that there is sufficient margin between cost of borrowing and income should interest rates rise in the future, and this can be reviewed on an ad hoc basis or special circumstances by way of a further report to Executive in the future. Please note the net yield is the return on capital having taken account of the full cost of acquisition, ie Stamp Duty, legal fees, external valuations and structural surveys.

Different types of investment will provide different levels of return, income and capital. Historic data shows that a 6% income return from property is achievable over the longer term and through a full economic cycle. The Council's current investment estate is attaining an average gross return of 7.8%.



Various factors will affect the level of income return a property investment strategy will deliver over time including;

- the general economic environment (driving rent growth or reductions)
- interest rates (low rates drive prices up and property yields down)
- investment demand (high liquidity drives prices up and property yields down)

3.4.5 **Risk** - return is one side of the coin; risk is the other. In general, the higher the sought level of return from an investment, the higher level of risk that it carries. The intention throughout this policy is to minimise the risk to the Council on any acquisition.

3.4.6 **Cost of management** – The Council currently has an in-house Estates team, which manages the investment estate, and it is proposed that they would manage any additional investments within the existing estates budget. Most modern leases are based upon Full Repairing and Insuring terms (FRI) ie where the tenant is responsible for maintaining the structure and fabric of the building and also insuring the building, so that the estates team role is solely to collect the rental, normally quarterly in advance, ensure that the tenant complies with the lease covenants, including keeping the building in a good state of repair and deal with any rent reviews at the appropriate time.

3.4.7 **Growth** – property investments have the potential for both revenue and capital growth. The Council will take into account that potential when assessing the strength of the investment opportunity. Property values can fall as well as rise and mechanisms to minimise revenue reductions should be identified. Monitoring and review of the portfolio and any anticipated trends, will actively manage and change composition over time. In respect of rental growth – most modern leases are for between 15 and 25 years in length and subject to regular upward only rent reviews and the normal rent review pattern is either reviewed on an every 3 or 5 year cycle, and it is envisaged that the Estates team will undertake the rent reviews.

With the Bank of England interest rates at such historically low levels, even with forecast increases to above 2% per annum, current returns from property investments provides a significant ‘buffer’ for any further increase and means that ultimately any return achieved above 2% will make a positive contribution.

3.4.8 **Sector** - information as to the sector of use of the property (e.g. office, retail, retail warehousing, industrial, and leisure) will assist in deciding on the risks associated with specific properties and the mix of sectors within the portfolio. As the portfolio grows it is healthy to have a spread across the sectors.



**3.5** In summary, this proposed strategy for the Council acquiring property investment assets is to:

- 3.5.1 Acquire properties that provide long term safe revenue streams in accordance with corporate objectives
- 3.5.2 Maximise rental income and minimise management costs to ensure the best net return is generated whilst minimising risk to the Council.
- 3.5.3 Promote collaborative working with adjoining owners and Developers to maximise value.
- 3.5.4 To consider creating investments on council owned land.
- 3.5.4 Prioritise properties that yield optimal rental growth and stable income

#### **4. THE CURRENT SITUATION**

4.1 The Council's existing property assets, termed as the investment estate and considered to be "commercial property investments" are summarised below:

<b>Use</b>	<b>Count</b>	<b>Count %</b>	<b>Income £</b>	<b>Income %</b>	<b>Yield %</b>
Office	23	3.8%	158,633	5.6%	8.4
Industrial	60	10.0%	348,253	12.4%	7.8
Retail	88	14.6%	1,443,573	51.3%	8.3
Commercial Land	32	5.3%	148,287	5.3%	7.3
Agriculture	145	24.0%	174,912	6.2%	4.1
Leisure	60	10.0%	167,120	5.9%	8.0
Car Park	54	9.0%	125,590	4.5%	9.2
*Other	141	23.4%	248,084	8.8%	9.3
	<b>603</b>	<b>100.0%</b>	<b>2,814,452</b>	<b>100.0%</b>	

\*Nurseries, Quarries etc.

It should be noted that these have been built up over many years. The agricultural estate in particular dates back to early 1900's.

- 4.2 Investments could be funded either from the Council's own resources or by taking advantage of its ability to borrow at relatively low rates of interest from the Public Works Loan Board (PWLB) compared to the return on property assets.
- 4.3 The Council needs to be in a position to assess investment opportunities in a systematic manner with the ability to respond quickly when a compelling opportunity arises to take advantage, particularly as commercial property investment opportunities often arise unexpectedly.





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

- 5.1 It is proposed that the Council implement a commercial property investment strategy either for the purpose of economic development or regeneration in the district or for the purpose of income generation for the provision of services or a mixture of both, a key issue for the Council to decide would be the value of the property portfolio and the expected target net yield.

The initial proposal is that a target for investment return would need to generate a net surplus over the next two years in the region of £250k.

- 5.2 The experience of other local authorities indicates an average yield on commercial property investments of between 5% - 7%.
- 5.3 As a result of such expenditure being classified as capital and the authority's cash surplus' being utilised to effectively finance the transaction, there will be an increase in the authority's Capital Financing Requirement (CFR) in the year(s) in which the transactions are incurred – and this will be managed through the annual Treasury Management Strategy updates to the Finance & Audit Committee.
- 5.4 All expenses directly attributable to any purchase, will be in accordance with accounting regulations, charged to the investment fund as part of the cost of acquisition, and will therefore be taken into account as part of the overall evaluation of the property acquisition.
- 5.5 Investment properties purchased through this strategy will need to be re-valued on a regular basis in accordance with the Code of Practice on Local Authority Accounting.

### **6.0 Other considerations**

- 6.1 Decision making process – there maybe a need for the Council to be able to respond quickly in the event of a suitable property coming to market.
- 6.2 When an investment opportunity is identified, the Assistant Director, Estates and Property will carry out the due diligence for a potential acquisition in consultation with the Strategic Director, Corporate and the City Solicitor, and will submit a report to the Project Appraisal Group (PAG) for consideration.

As such, an allowance will be made in the annual Council budget to allow for property investment acquisitions to be made, and it is proposed that any decision on acquisition is delegated to the Strategic Director of Corporate Services following consultation with the Leader and Portfolio Holder providing the investment meets the criteria within this report, and is supported as an acquisition by PAG.



- 6.3 Resources – The purchasing of investment properties will require additional officer resources (finance, legal and property) related not only to the purchase but also to their ongoing management. It is not envisaged that the Council would purchase more than a small number of properties and as such it is anticipated that no additional resources will be required although if e.g. a significant number of properties were to be purchased, or properties were purchased further afield, this could change.

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

- 7.1 Investing in direct property has the second lowest risk (after bonds) as measured by volatility (standard deviation)
- 7.2 Risks are outlined in Section 3, Item 3.5.3 of this document.
- 7.3 Risk management will be managed within the Council's Property Programme as part of the programme and will be subject to regular review by the monthly Programme Board.

## **8. CONCLUSION**

- 8.1 It is proposed that the Council invests in commercial property investments either for the purpose of economic development or regeneration within the district, or for the purpose of income generation for the provision of services, or a mixture of both and in doing so following the asset investment strategy as detailed in this report.
- 8.2 Other local authorities are purchasing commercial properties in support of these goals and it does appear there are opportunities to secure good quality commercial property at a level that can generate a worthwhile yield albeit also recognising the risks that are involved in such investments.

## **9. RECOMMENDATION**

That the Corporate Overview & Scrutiny Committee, considers and note, the contents of this report.

## **10. BACKGROUND DOCUMENTS**

**None**



## **Report of the Strategic Director Corporate Services to the meeting of Corporate Overview & Scrutiny Committee to be held on 26 April 2017**

**AV**

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**Subject:**

**Business Rates**

**Summary statement:**

This report sets out the Council's performance in, and the challenges for, the collection of Business Rates. The report also examines the impact on the Council and businesses of the revaluation of rateable values; and considers the future of Business Rates retention

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Stuart McKinnon-Evans  
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**Portfolio:**

**Leader of Council**

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**Overview & Scrutiny Area:**

**Corporate**



## **1. SUMMARY**

- 1.1. This report sets out the Council's performance in, and the challenges for, the collection of Business Rates.
- 1.2. The report also examines the impact on the Council and businesses of the revaluation of rateable values which came into effect 1 April 2017; and considers the future of Business Rates as the move to 100% retention is progressed.

## **2. BACKGROUND**

- 2.1. Business Rates have always been an important source of income for local authorities, but this importance increased in 2013 when the government partially localised the system. Their importance will grow again in a few years time when the system is completely localised.
- 2.2. The Valuation Office Agency (VOA) is an Executive Agency of Her Majesty's Revenue and Customs and is responsible for maintaining the Rating List; a list of the rateable values of each property as assessed by the VOA. Business Rates payable are then calculated based on the rateable values of each property and a multiplier, set by central government.
- 2.3. The rateable value is an assessment of the likely rental a property would attract on the open market
- 2.4. The Council is responsible for issuing the Business Rate Bills, and for the collection. The Council also provides the VOA with information about changes to properties and information in relation to new developments to ensure that the Rating List remains current and accurate.
- 2.5. The rateable values for 2016-17 are based on property rental values at 1 April 2008. These are held in the 2010 Rating List.
- 2.6. The VOA has recently completed a revaluation of all Non Domestic properties and the new rateable values, based on rental values at 1 April 2015, are effective from 1 April 2017. The revaluation will affect the amount of business rates many businesses across the Bradford District will have to pay.
- 2.7. Currently, the Council retains 49% of business rates collected, 50% is paid to central government, and 1% is paid to the West Yorkshire Fire Authority. A system of top-up grants and tariffs also forms part of the retention scheme.
- 2.8. The maximum income from business rates that the Council receives is determined by an assessment of local need undertaken by Government - the Relative Needs



Assessment. For authorities, such as Bradford, that are not able to generate sufficient business rate income to meet the Relative Needs Assessment, Government provides additional funding through top-up grants and tariffs provided for in the Business Rates Retention scheme, to equalise between the Relative Needs Assessment and the retained income.

- 2.9. Business Rate Bills are issued to all businesses included in the Rating List. A number of support schemes are in place which can provide eligible businesses with partial or full relief from their Business Rates, and briefly comprises;
- Small business rate relief
  - Mandatory rate relief
  - Rural rate relief
  - Relief for partly occupied properties
  - Exempt properties - unoccupied
- 2.10. These relief schemes are described more fully in Appendix 1. There are approximately 18,500 Business Rate bills issued, and once exemptions and reliefs are applied, there are around 11,000 accounts will be require payment in the coming year.
- 2.11. This report sets out the Council's performance in, and the challenges for, the collection of Business Rates. It also examines the impact on the Council and businesses of the revaluation of rateable values; and finally considers the future of Business Rates retention.

### 3. OTHER CONSIDERATIONS

#### COLLECTION

- 3.1. Table 1 shows the amount collected and the in-year collection rate for the last five years.

	Business Rates to be collected £'000	Amount collected in year £'000	In year collection rate
2012/13	£140,297	£135,799	96.8%
2013/14	£142,546	£139,358	97.8%
2014/15	£139,576	£136,711	97.95%
2015/16	£142,981	£138,330	96.94%
2016/17	£149,970	£144,229	95.73%

Table 1

- 3.2. Following the economic recession, the Government introduced a number of business rate support schemes that helped the Council achieve a higher level of collection than would otherwise have been the case. However, those schemes have reduced or ended, making annual comparison of collection rates difficult.
- 3.3. At the end of the financial year the arrears outstanding are added to arrears from



previous years. The amount of arrears for all years as at 31 March 2017 is £10m. Annual analysis of outstanding debt is difficult because of the factors that affect historical collection figures; in particular entries in the rating list are constantly changing with appeals being settled by the VOA and backdated to the start of the Rating List. Overpayments have to be repaid, often going back several years. Consequently, it is very difficult to determine how much of the originally billed debt is collected.

- 3.4. Most businesses pay their business rates as stated on their bill. However, some do not for a variety of reasons. Some businesses simply have difficulty in paying their bill, while others either employ avoidance techniques to remove or minimise their liability, or seek to evade paying their business rate bill. Using the 'system' to avoid or minimise business rate liability is not illegal, but it does reduce the amount of business rates the Council is able to collect.
- 3.5. Business rate avoidance is a growing problem nationally. There are companies that contact owners specifically to arrange for avoidance schemes to take place on their premises. Increasingly, rating agents and property management companies are also using avoidance techniques to save their clients money.
- 3.6. A lot of time is spent on these cases, including site visits, challenging leases and establishing who is responsible for payment. In many instances these matters only come to our attention when legal proceedings have commenced or we are at the final stages of court action and considerably large sums are outstanding.
- 3.7. For those businesses that do not pay in a timely manner, or at all, the Council has a collection procedure that is designed to maximise income, but is flexible enough to assist those businesses with short term difficulties. Details of the Council's collection procedures are provided in Appendix 2.
- 3.8. There are between 2,000 and 2,300 accounts that go beyond a liability order stage over the course of a year. It should be emphasised that a business can halt recovery proceedings at any stage by either paying the debt or by making an acceptable payment arrangement.

## **REVALUATION**

- 3.9. The introduction of the 2017 rating list will not affect the overall amount of income the Council derives from business rates, but it will affect the amount that the Council has to collect directly from businesses.
- 3.10. Overall, the rateable value for the Bradford District has risen from £388,615 to £393,633; a 1.3% increase. This is the highest increase in West Yorkshire as shown in Appendix 3.
- 3.11. Appendix 3 also shows how various sectors in the District have been affected by the revaluation.



- 3.12. A requirement of the 2017 revaluation was that it be fiscally neutral at a national level.
- 3.13. The Government will set the multiplier at a figure that will limit the increase in business rate income to the increase in the Retail Price Index. This change in the multiplier has the effect of reducing the amount of Business Rates to be collected for the Bradford District. This means that, to maintain fiscal neutrality, Bradford will receive additional top up grant from central government.
- 3.14. However, businesses across the Bradford district will be affected, to a greater or lesser extent, by individual changes in the rateable value of their property; i.e. increases or reductions by class will not necessarily result in a corresponding, or representative, change for individual businesses. Further, some businesses could see a significant increase in the business rates they have to pay while others could see a significant reduction.
- 3.15. The government has introduced schemes to mitigate the adverse impact, and limit the extent of any beneficial changes, arising from the revaluation. The first of these is already in place, but the others are still the subject of Government consultation.
- Transitional Support** - To ensure no business see a significant change in their liability between the two lists, a scheme of upwards and downwards caps has been introduced.
- Supporting Small Businesses** - For Rate Payers who have lost some or all of their Small Business Rate relief or Rural Rate Relief as a result of the rateable value changes
- Those facing large increases will be supported to the following by which ever is greater; £50 per month or the matching cap on increases for small properties in the Transitional Relief scheme (5%)
- Support for Pubs** - £1,000 discount for properties with a rateable value under £100,000
- Discretionary Rate Relief Scheme** – the scheme is still being consulted upon (nationally) but it is expected that it will be up to each LA to design their discretionary relief scheme and determine eligibility of ratepayers to support
- 3.16. A broad outline of the latter three of these schemes is provided in Appendix 4; and a more detailed analysis of the Transitional Relief scheme, and its implications for small, medium and large businesses, is provided in Appendix 5. Of the 18,525 businesses across the district, 7,653 will have a cap to limit the increase, and 2,822 will have the beneficial gain capped. Table 2 in Appendix 5 summarises the number and extent of those upward and downward caps.

## COMPLETE LOCALISATION

- 3.17. Looking forward, the move to 100% business rates retention has been widely publicised. A Business Rates Retention Steering Group has been established with government representatives and interested parties. It is being hosted by DCLG and



the Local Government Association.

- 3.18. There are three strands to the business rates retention work:
- Fundamental review of the relative need of local authorities
  - Review and reset the Business Rate Baseline
  - 100% retention of business rates and the transfer of new burdens
- 3.19. The review of the relative need of local authorities is being undertaken for implementation in 2020. The review will tackle some fundamental questions about need and how to measure it. It is likely that any gains or losses will be reflected through the top up/tariff adjustment. Bradford may gain or lose from this review.
- 3.20. One of the key outcomes from the review and reset of the business rate baseline will be the establishment of the new NNDR baselines for local authorities. The baseline will determine the target level of business rates to be collected by the Council. Over recent years the Council has not achieved the target level of business rates due to the effect of successful rating appeals
- 3.21. The NNDR baseline is important as it is deducted from the Settlement Funding Assessment to derive the top up grant the Council receives. The NNDR baseline and mechanisms to be put in place for 100% business rate retention may lead to gains or losses for Bradford, independent to the review of relative needs.
- 3.22. The work being undertaken to establish the mechanisms needed to set up and run 100% business rate retention will cover many issues such as redistribution mechanisms, managing appeal risks, safety net, and the split between tiers of local government.
- 3.23. The Government has stated that the move to 100% business rates retention will be fiscally neutral for HM Treasury so additional responsibilities will be passed to Local government to offset any increased share of the business rates income. We do not know yet what the new burdens will be but the risk is that the burdens have higher cost pressures than any forecast growth in business rates income.

### **Other Matters**

#### Business Improvement Districts (BID)

- 3.24. This is a process where the business community in a particular area form a company and agree to raise additional revenue by using the business rates data base to enable them to provide “services” that they feel will enhance / promote the businesses in the area.
- 3.25. Each BID will run for a period of 5 years once it is set up in accordance with the legislative requirements. The work is undertaken by the Business Rates Team but the income collected is paid over to the BID Company. Currently we are in year two of the Keighley BID and there are discussions on going within the business





community about potential new BID's within the District.

#### Enterprise Zones

- 3.26. This is part of a Government backed scheme to develop advance manufacturing along the M62 Corridor. This includes land at Gain Lane; Parry Lane and Straithgate Lane in Bradford and areas within Calderdale; Wakefield and Kirklees. There is potential for long term income generation via business rates but in the short term businesses would receive 100% rate relief.

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

- 4.1. The Council has collected 95.73% of the business rates due in 2016-17; collection of arrears will continue. Currently, the total amount of business rate arrears (amount to be collected) stands at £10m.
- 4.2. Generally, Bradford's experience has been of receiving less business rates income than anticipated. This has mainly been due to successful appeals against rateable values, leading to a high cost of refunds backdated over a number of years. For example, in 2015-16 Bradford's share of Business Rates collected was £11.7m lower than budgeted. Some refunds were backdated by as much as ten years. However, the deficit for 2015-16 was fully anticipated and taken into account during the Council's Budget process.
- 4.3. Following the adjustment for the increase in rateable values, the multiplier will also increase by 1.8% in 2017-18 account for inflation. In addition, the multiplier has then been increased by 4.8% to cover the government's estimated cost of appeals. Consequently, the Council will need to make provision for this level of appeal in its Budget process. The amounts will be set aside in 2017-18 ready for use, but it is unlikely any refunds will be paid out in this first year because the appeals will not have been decided on.
- 4.4. The new Business Rate support schemes for 2017 will not be introduced immediately. The retrospective implementation of the support schemes, and the impact of the revaluation and increased business enquiries, will increase the administrative burden for the Business Rates team over the short to medium term.
- 4.5. Any further funding arrangements to support other schemes proposed by Government to mitigate the impact of changes to the Rating List have still to be confirmed.

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

- 5.1. Planning for the consequences of successful appeals is already built in to the Council's Budget process. Whilst the Government expects that appeals will reduce, this is not a view universally held. This will be monitored to ensure that the



Council's reserves policy continues to meet the Council's financial planning needs.

## **6. LEGAL APPRAISAL**

- 6.1. The Local Government Finance Act 1988 bestows authority upon the Council, as the Billing Authority, to issue Billing notices for, and the collection of, Business Rates (NNDR)
- 6.2. The Discretionary Relief scheme will be administered through the LA discretionary powers under section 47 of the LGFA 1988 and will be compensated through a Section 31 grant for the cost of granting the relief.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

None

### **7.2 SUSTAINABILITY IMPLICATIONS**

The sustainability of local business is linked to the sustainability of the local economy and of communities. The Government's intention to introduce schemes to mitigate impact of changes to rateable values means that meaningful analysis of the immediate and future impact of the changes cannot yet be undertaken.

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

None

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

None

### **7.5 HUMAN RIGHTS ACT**

N/A

### **7.6 TRADE UNION**

N/A

### **7.7 WARD IMPLICATIONS**

The business rate revaluation will affect businesses and business properties across the district. While changes to the rateable value are indicative of future change, the Government's intention to introduce schemes to mitigate that impact means that meaningful analysis of the immediate and future impact of the changes cannot yet be undertaken.

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

N/A



**8. NOT FOR PUBLICATION DOCUMENTS**

None

**9. OPTIONS**

N/A

**10. RECOMMENDATIONS**

That;

- The committee note the report and requests that a further Business Rate report be presented in 12 months

**11. APPENDICES**

- Appendix 1, Current Business Rate Relief Schemes
- Appendix 2, Business Rate Collection
- Appendix 3, Effect of changes in Rateable Value following Revaluation
- Appendix 4, Business Rate Relief Schemes for 2017/18
- Appendix 5, Transitional Relief Scheme

**12. BACKGROUND DOCUMENTS**

- Local Government Finance Act 1988



## **Current Business Rate Relief Schemes**

### **Small Business Rate relief**

From 1 April 2017, small businesses with a rateable value of up to £14,999 may qualify for a reduction from their full rate bill. Small businesses which qualify, with a rateable value of less than £51,000, will have a lower multiplier used to work out their rate bill.

Businesses with a rateable value up to £12,000 will be entitled to 100% relief.

Businesses with a rateable value of between £12,001 and £14,999 will be entitled to relief on a sliding scale between 100% and 0%, as well as having their bill calculated on the basis of the small business rate multiplier.

Business with a rateable value from £15,000 to £51,000 there is no discount, but the business will continue to be entitled to have their rates bill calculated using the small business rate multiplier.

To qualify for the relief, businesses must satisfy their local authority that:

- the sole or main property they occupy must have a rateable value of less than £14,999, and;
- if they occupy any additional properties, each of the additional properties must have a rateable value of less than £2,899 and the total rateable value of all of their properties must be less than £19,999, in which case the relief would be applied to the property with the highest rateable value

Also, businesses can occupy an additional property with a rateable value below £14,999, without losing entitlement to the relief on their original property, for an initial period of 12 months.

### **Mandatory relief**

An organisation that is a registered charity or a charity that is exempt from registration or a registered community amateur sports club, it may get mandatory relief equivalent to 80% discount provided the premises are wholly or mainly occupied for charitable purposes.

The Council also has the discretion to award a further 20% 'top-up' relief where 80% mandatory relief has already been allowed. However, this is only ever allowed in exceptional circumstances.

### **Rural rate relief**

Certain properties in rural areas can receive help with their business rates. A rural settlement is defined as a settlement with a population of no more than 3,000 which is wholly or partly within a council's area. The rural areas contained in the Council's current rural settlements list are:



Burley Woodhead	Eastburn	Keelham	Stanbury
Crossroads	Egypt	Laycock	Tong
Cullingworth	Esholt	Micklethwaite	Well Heads
Dean Head	Hainworth	Mountain	West Scholes
Denholme	Harden	Oldfield	
East Morton	Harecroft	Oxenhope	

The Council must give 100% relief to the following properties situated in a rural settlement:

- Post Office where it is the only Post Office in the settlement and has a rateable value of £8,500 or less
- general store where it is the only general store in the settlement and has a rateable value of £8,500 or less
- all food stores - where they have a rateable value of £8,500 or less.
- public houses - where they are the only public house in the settlement and has a rateable value of £12,500 or less
- petrol station - where it is the only petrol station in the settlement and has a rateable value of £12,500 or less

The Council has the discretion to allow up to 100% relief to any non-domestic property in a rural settlement with a rateable value of £16,500 or less. This discretion is only used if the Council is satisfied the property is used for a purpose that benefits the local community.

### Exempt properties – unoccupied

Class Description	
1	Unoccupied newly built properties or those where structural alterations or major repairs have taken place (exempt for up to 6 months from completion of work)
2	Unoccupied hereditaments (exempt for up to 6 months)
3	Hereditaments where occupation is prohibited by law
4	Hereditaments where occupation is prohibited by action taken by the Crown or any local or public authority
5	Listed buildings (subject to a preservation notice under s.58 of the Town and Country Planning Act 1971)
6	Ancient monuments (as scheduled under s.1 to the Ancient Monuments and Archaeological Areas Act 1979)
7	Hereditaments with a rateable value of less than £2,600 (for 2010/11 ONLY this has been increased to £18,000).
8	Unoccupied hereditaments where the owner is entitled to possession only in his capacity as the personal representative of a deceased person
9	Unoccupied hereditaments where the owner is subject to a bankruptcy order or a winding-up order under the Insolvency Act 1986
10	Unoccupied hereditaments where the owner is entitled to possession only in his capacity as a trustee under a deed of arrangement or as a liquidator under the Insolvency Act 1986
11	Unoccupied newly built properties or those where structural alterations or major repairs have taken place (exempt for up to 6 months from completion of work)
12	Unoccupied hereditaments (exempt for up to 6 months)

Some empty or mostly unoccupied properties are exempt from Business Rates. There are several classes of exemption, some of which only apply for a specified length of time.



### **Relief for partly occupied properties**

In certain circumstances, the Council can request that the valuation officer provides a certificate to apportion the rateable value of a property which is partially occupied for 'a short time only'. This is called a Section 44a certificate.

This is normally used in situations where a property is occupied or vacated in stages, or where part of the property is unusable e.g. due to fire, flood or redevelopment. The effect of the apportioned values enables a reduction of 100% to be made against the rateable value of the un-occupied part. This is a discretionary power and exceptional circumstances need to apply in order for the Council to do this.



## **Business Rate Collection**

The Business Rates collection process is in line with legislation and good practice and is reviewed on a regular basis. The Business Rate bill shows the net amount due after deduction of any reliefs or exemptions the business may be entitled to. Each bill will allow payment to be made by monthly instalments and at least 14 days will be allowed before the first instalment is due. Businesses can opt to pay their bill over twelve instalments (April – March) rather than ten (April – January). The most effective way to pay is by direct debit and businesses can select one of four payment dates in the month to tie in with their own cash flow.

If a business disagrees with the bill it has been sent, it should contact the Council to discuss its objections. If the objection is about a Valuation matter the business will be expected to pay the instalments as and when they become due, and contact the VOA to resolve the issue. The business does not have the legal authority to withhold payment pending the outcome of any appeal they may have submitted. In such circumstances an agreed arrangement to pay is made with the caveat that if successful any overpayment will be refunded with interest if no recovery action is taken.

The Council will amend the Business Rates records where a change in liability occurs, and send the business an amended bill.

For businesses that have difficulty in paying their bill, the collection procedure, detailed below and available on the Council's website, will be followed.

## **Business Rates Collection Procedure**

### **If you have difficulty in paying**

When you receive your bill, and you know that you will have difficulty in paying your instalments on the dates stated, please contact us immediately to discuss an alternative arrangement for payment.

If you do not pay your instalments as they become due, we will send you a Reminder Notice to advise you of the amount of arrears. If you bring your payments up to date within 7 days, you will be allowed to continue paying by instalments. However, if your instalments are not brought up to date, the full balance on your account will become payable and we can take Court action to enforce payment of the debt.

### **Taking court action**

We will take Court action to enforce payment of the debt. It is at this point costs start to become payable. The cost for the issue of a summons is £60.00.

If the amount, including costs, is paid in full before the Court Hearing date, no further action will be taken and proceedings will be marked paid.

However, if you are unable to pay the full amount immediately, you can contact us to discuss an arrangement for payment on the understanding that the application for a Liability Order will still be made to the Magistrates and additional costs will be incurred. In these cases, we will not take any enforcement action on the Liability Order if the arrangement is maintained.



### **The Liability Order**

If a Liability Order is granted, we can immediately take action to enforce payment of the outstanding amount. Even at this late stage, unless instructions to take enforcement action have been issued, you will still have the opportunity to make an arrangement for payment including costs.

If you do not make an arrangement for payment, or fail to keep to an arrangement made, we will take action to enforce payment of the debt without further notice.

### **How we can enforce payment**

Under the terms of Taking Control of Goods Regulations 2013 the Council will add a compliance fee of £75 after having obtained a Liability Order. It will still be possible for you to make an arrangement at this stage to clear the debt. However, if you fail to make or keep an arrangement, the debt will be passed to an Enforcement Agent for collection once again incurring additional costs.

Enforcement Agents are instructed to remove and sell your goods to the value of the outstanding Business Rates and costs incurred. The Enforcement Agent will give you the opportunity to pay in full before taking control of your goods for removal. Even at this late stage you can still enter into an arrangement to pay. When an Enforcement Agent is instructed, you will incur a significant amount in associated costs. You should be aware that the costs are calculated as a percentage of the outstanding debt in accordance with legislation.

### **Insolvency or committal proceedings**

Where we establish that there are assets belonging to the individual or the Company then we will instigate insolvency proceedings, i.e. bankruptcy or liquidation, in the County Court. This action is taken in line with the guidance issued by the Local Government Ombudsman.

If the Enforcement Agent is unable to recover the debt, and you are a person whose business is no longer operational, we will still continue to pursue the debt. If you fail to keep to an arrangement made, and there is no other way of enforcing payment, we will make an application to the Magistrates' Court for your commitment to prison. Even at this late stage, we can still be contacted and we may be able to agree an arrangement for payment with you. The commencement of Committal proceedings can result in additional costs in excess of £245.00 being incurred and the Magistrates can send you to prison for a period up to 90 days.

At any stage of the enforcement process if you pay your account in full and final settlement the enforcement action will cease. However, if you contact to make an arrangement for payment, we will, wherever possible, take into consideration any difficulties you may be experiencing and deal with you in a reasonable and professional manner with regards to your conduct in discharging your rates liabilities. In doing this, we will seek to ensure that you are able to meet your on-going Business Rate liability as well as make payment towards any arrears outstanding. This will mean that, in order to help you, we may sometimes need to ask for full details of your financial position including details of all your assets. There may also be occasions when we will advise you to seek help from a firm of Insolvency Practitioners who should be able to give you specialist advice on how best to resolve any difficulties.

We can be contacted to discuss your Business Rates at any stage.





### Effect of Changes in Rateable Value following Revaluation

Overall, the rateable value for the Bradford District has risen from £388,615 to £393,633; a 1.3% increase.

Table 1 shows the overall impact (as at 30 September 2016) of the changes for the West Yorkshire Local Authorities.

Table 1: Comparison of RV changes across West Yorkshire Authorities

AREA	2010 RV - £	2017 RV - £	% Change
Bradford	388,615	393,633	1.3
Leeds	917,243	904,052	-1.4
Kirklees	279,982	283,438	1.2
Wakefield	308,519	308,743	0.1
Calderdale	157,261	157,415	0.1
<b>West Yorkshire</b>	<b>2,0516,20</b>	<b>2,047,281</b>	<b>-0.2</b>

Businesses are broken down into sectors; industrial, retail etc.

Table 2 shows the impact of the revaluation on these sectors (as at 30 September 2016) The Commercial category has seen a decrease in rateable value of over £7m; reducing from £253,998,165 to £246,981,810.

Table 2: Changes in Rateable Value by sector

Description	Total RV 2010	Total RV 2017	Change - £
Commercial (Retail and office)	£253,998,165	£246,981,810	-7,016,355
Industrial	£68,696,566	£70,961,535	2,264,969
Educational, Training & Cultural	£33,364,785	£34,975,950	1,611,165
Formula Assessed Public utilities	£108,105	£176,675	68,570
Leisure	£9,962,921	£9,835,290	-127,631
Miscellaneous	£18,052,784	£26,441,364	8,388,580
Non Formula Assessed Public & Other Utilities	£4,278,977	£4,153,272	-125,705
Treasury (Crown)	£105,250	£79,500	-25,750
	<b>£388,567,553</b>	<b>£393,605,396</b>	<b>£5,037,843</b>

The Commercial sector can be broken down further into classes.

Table 3 shows that reductions in the rateable value in the Offices and Shops classes (£5.8m and £4.6m respectively) account for the overall reduction for the Commercial sector (as at 30 September 2016), although this is off-set by the £1.1m increase in rateable values for licensed properties.



Table 3: Changes in Rateable Value by Commercial Class

<b>Commercial Classes</b>	<b>Total RV 2010 £</b>	<b>Total RV 2017 £</b>	<b>Change £</b>
Advertising Rights & Stations	688,125	702,120	13,995
Camping sites, holiday centres etc.	202,600	234,510	31,910
Petrol filling stations, garages etc.	9,529,625	10,296,550	766,925
Hotels, boarding houses etc.	3,177,630	3,428,650	251,020
Licensed properties	9,326,500	10,451,850	1,125,350
Markets	44,700	29,500	- 15,200
Offices	49,325,854	43,489,675	- 5,836,179
Car parks and parking spaces	2,296,475	2,403,175	106,700
Restaurants, Cafes etc.	5,597,985	5,675,655	77,670
Shops, Banks, Post Offices etc.	115,211,395	110,602,420	- 4,608,975
Warehouses, stores etc.	55,109,706	56,048,200	938,494
Other Commercial	3,487,570	3,619,505	131,935
<b>COMMERCIAL SUB TOTALS</b>	<b>253,998,165</b>	<b>246,981,810</b>	<b>- 7,016,355</b>



## **Business Rate Relief Schemes for 2017/18**

### **Supporting Small businesses relief (SSBR)**

For Rate Payers who have lost some or all of their Small Business Rate relief or Rural Rate Relief as a result of the Rateable Value changes.

Those facing large increases will be supported to the following by which ever is greater;

- £600 per year (£50 per month) or
- The matching cap on increases for small properties in the TR scheme (5%)

Formal Guidance on the scheme and how it will work in future years will be provided

### **Support for Pubs**

- £1000 discount
- RV under £100,000
- Effective for one year 2017/18
- DCLG to publish a consultation on the operation of the scheme shortly

### **Discretionary Rate Relief**

The Government announced the establishment of a £300m discretionary relief fund over four years from 2017/18 to support those businesses that face the steepest increases in their business rate bill as a result of the 2017 revaluation.

The consultation (ended 7 April 2017) suggests that it will be up to each LA, possibly in collaboration with other authorities operating within their area, to design their discretionary relief scheme and determine eligibility of ratepayers to support. However it also suggests that two conditions will be set as part of the scheme that the most support will be given to;

- Ratepayers or localities that face the most significant increases in bills; and
- Ratepayers occupying lower value properties.

We are currently reviewing the data we hold to determine possible case where relief can be considered. We will also consult with other LA's within the Leeds City Region with regard to any joint schemes. However, we will have to wait for the Governments response to this consultation exercise before any scheme can be implemented.



### Transitional Relief Scheme

Properties with an increase in rateable value will have the amount of the increase in their rate bill limited by applying a cap. Similarly, properties with a reduction in rateable value will have the amount of any beneficial change limited by a cap.

Properties have been split into three tiers based on the rateable value. Table 1 shows the level of the cap for each tier; setting the amount that the rate bill cannot go up or down each year following the revaluation.

Transitional Arrangements 2017 revaluation (before inflation) funded by 3 caps on reductions						
	Property Size : rateable value	2017/18	2018/19	2019/20	2020/21	2021/22
Cap Upwards	Small: £20000 or less	5.0%	7.5%	10.0%	15.0%	15.0%
	Medium: £21000 - £100000	12.5%	17.5%	20.0%	25.0%	25.0%
	Large: Over £100000	42.0%	32.0%	49.0%	16.0%	6.0%
Cap downwards	Small: £20000 or less	20.0%	30.0%	35.0%	55.0%	55.0%
	Medium: £21000 - £100000	10.0%	15.0%	20.0%	25.0%	25.0%
	Large: Over £100000	4.1%	4.6%	5.9%	5.8%	4.8%

**Table 1**

Inflation has been factored into the 2017/18 cap figures in table 1, but not in future years. Consequently, the cap figures for 2018/19 onwards will be subject to change as annual inflation is factored in.

#### **Impact on Bradford's ratepayers**

Overall, Bradford's ratepayers will be paying around £4m less in business rates in 2017/18 (£148m) than they did in 2016/17 (£152m). These businesses have been broken down into the three transitional relief bands described above.

#### **Large properties – RV over £100,000**

- We have 582 properties in this category
- 434 (75%) of these have seen reductions or no change in their rate payable in 17/18.
  - Of these 396 have reduced beyond the cap downwards and therefore have an additional amount to pay on their bill.
  - Some of these properties have had significant decreases in rateable values, and whilst their bills have come down they will not be as low as some business might have been expecting because of the cap.
- 148 (25%) have increased, however only 23 have increased beyond the cap and they will receive relief to limit this.
  - Even after the relief the increases on all 23 of these properties are still above 45%, with the highest increase being 55%



### Medium Properties - RV over £20,001 to £100,000

- We have 2,603 properties in this group
- 1,595 (61%) of these have seen reductions or no change in their rate payable in 17/18.
  - Of these 747 have reduced beyond the cap downwards and therefore have an additional amount to pay on their bill.
- 1,008 (39%) have increased, with 630 increasing beyond the cap and will receive relief to limit this.
  - Those with the largest increases again include pubs and restaurants, public building and shops and retailers.

### Small Properties - RV up to £20,000

- We have 15,340 properties in this group.
- Of these 8,292 (54%) will receive small business rate relief and not be affected by the revaluation.
  - This is an increase 3,060 that will not have anything to pay next year
  - Of the remaining 7,048, 3,766 will see an increase in their rates payable with 3,033 of these increasing beyond the cap and hence receiving relief
- 3,282 have reduced, with 912 of them below the cap and therefore will have an additional amount to pay on their bill.

### Summary of the overall position

The Transitional Relief scheme must pay for itself nationally. Therefore those bills with additional amounts added cover the cost of those getting the relief. This means that Bradford will be a nett contributor to the national scheme of protection; by £4m as illustrated in table 2. This is not unexpected as the overall rate bill for Bradford's business has reduced.

Category	No of properties	Total increased	Total with TR	Amount of TR awarded	Total decreased	Total with Limit on gain	Amount of TR retained
Large	582	148	23	-£2,714,388	434	396	£7,528,771
Medium	2,603	1,008	630	-£2,336,844	1,595	747	£3,920,495
Small	15,340	8,851	7000	-£3,352,940	6,489	1,679	£977,766
	<b>18,525</b>	<b>10,007</b>	<b>7653</b>	<b>-£8,404,174</b>	<b>8,518</b>	<b>2,822</b>	<b>£12,427,033</b>

Table 2



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## **Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Wednesday 26 April 2017.**

# **AW**

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### **Subject:**

**Corporate Overview and Scrutiny Committee – DRAFT Work Programme 2017/18**

### **Summary statement:**

**This report includes topics that could be included in the Corporate Overview and Scrutiny Committee work programme for 2017/18.**

Cllr Arshad Hussain  
Chair – Corporate Overview and Scrutiny  
Committee

### **Portfolio:**

**Corporate.  
Community Safety.**

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

**Corporate.**



City of Bradford  
Metropolitan District Council



## 1. SUMMARY

This report includes topics that could be included in the Corporate Overview and Scrutiny Committee work programme for 2017/18.

## 2. BACKGROUND

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

2.2 At its meeting on Wednesday 5 April 2017, members of the Corporate Overview and Scrutiny Committee resolved to consider the Draft Corporate Overview and Scrutiny Committee Work Programme for 2017-18 at its next meeting.

2.3 Attached as appendix 1, are the topics that members have requested to be considered and currently these topics will form the work programme for 2017-18. Members may want to consider some of the topics contained in Appendix 1, as information circulated through a briefing note. However after having considered the briefing note, if members still feel that the particular topic should be considered formally by the Committee; the Work Programme can be amended.

## 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 2017-18 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 2017-18 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 draft work programme for 2017-18.

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

**11. APPENDICES**

Appendix One – Topics to be included in the 2017-18 Work Programme for the Corporate Overview and Scrutiny Committee.

**12. BACKGROUND DOCUMENTS**

Council Constitution.

# 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.	Stuart McKinnon-Evans.	
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.	

## Corporate O&S Committee

Agenda item	Item description	Author	Management
22 Managing Attendance.	That this Committee requests that a further report be presented in 3 months, which focuses on service areas where sickness levels are significantly high such as: <input type="checkbox"/> Children's Services <input type="checkbox"/> Health and Wellbeing <input type="checkbox"/> Environment and Sport	Moverley.	Sue Dunkley/Michelle
23 Council Tax Collection.	That this Committee requests that further options for the development and delivery of future Council Tax support be presented to this Committee in 3 months.		Martin Stubbs.
24 Overview and Scrutiny Annual Report.		Mustansir Butt.	
25 Resolution Tracking.	Tracking the progress of recommendations made by the Corporate Overview and Scrutiny Committee.		Mustansir Butt.

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