

## Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 28 September 2017 at 5.30 pm in Committee Room 1 - City Hall, Bradford

### Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
BM Smith Cooke Riaz	Warburton Arshad Hussain Watson Bacon Duffy	J Sunderland	Naylor

### Alternates:

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

### Notes:

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

### From:

Parveen Akhtar  
City Solicitor  
Agenda Contact: Yusuf Patel  
Phone: 01274 434579  
E-Mail: [yusuf.patel@bradford.gov.uk](mailto:yusuf.patel@bradford.gov.uk)

### To:

## **A. PROCEDURAL ITEMS**

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

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

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

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

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

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

*Notes:*

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

### **3. MINUTES**

**Recommended –**

**That the minutes of the meeting held on 19 July 2017 be signed as a correct record (previously circulated).**

(Yusuf Patel– 01274 434579)

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

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

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

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

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

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

(Yusuf Patel - 01274 434579)

#### **5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE**

The following referrals have been made to this Committee up to and including the date of publication of this agenda.

The Committee is asked to note the referrals listed above and decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group/Committee.

### **B. OVERVIEW AND SCRUTINY ACTIVITIES**

#### **6. UPDATE ON DELIVERY OF THE PREVENT STRATEGY IN THE BRADFORD DISTRICT**

1 - 40

The Strategic Director Place will submit a report (**Document “G”**) which outlines the requirements of the statutory Prevent Duty and progress towards the Prevent Action Plan for the District.

**Recommended –**

- (1) The Corporate Overview and Scrutiny Committee acknowledge the progress on work undertaken in implementing the Prevent agenda in Bradford and its approach to supporting vulnerable people.**
- (2) The Corporate Overview and Scrutiny Committee acknowledge this report and the intended direction for Prevent in the district.**

- (3) **That Corporate Overview and Scrutiny Committee makes any suggestions for raising awareness of Prevent across Bradford District**
- (4) **A report is presented in twelve months' time giving a progress update.**

(Ian Day - 01274 433507)

7. **LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE REVIEW FINDINGS AND IMPROVEMENT ACTION PLAN 2017** 41 - 70

Bradford Council invited the Local Government Association (LGA) to undertake an independent Corporate Peer Challenge review, which took place in March 2017.

The Assistant Director Office of the Chief Executive will submit a report (**Document "H"**) which details the areas the review looked at, its findings and the Council's response in the form of an Improvement Action Plan.

**Recommended –**

- (1) **That the recommendations and actions are directed to the relevant Overview and Scrutiny Committee, as appropriate.**
- (2) **That the Corporate Overview and Scrutiny Committee receive periodic progress reports against the Improvement Action Plan.**

(David Greenwood - 01274 431341)

8. **BUSINESS RATES** 71 - 90

The Strategic Director Corporate Services will submit a report (**Document "I"**) which 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 the committee note the report and requests that a further Business Rate report be presented in 12 months.**

(Martin Stubbs - 01274 432056)

9. **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK** 91 - 102

## **PROGRAMME 2017/18**

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “J”**) which sets out 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 work programme.**
- (2) That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt - 01274 432574)

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**Report of the Strategic Director of Place to the meeting of Corporate Overview and Scrutiny Committee to be held on 28 September 2017.**

**G**

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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:**

**Safer and Stronger Communities**

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 last year.

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.

The Act places a duty on these specified authorities to have 'due regard', in the exercise of their 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.

2.7 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.

2.8 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*".



- 2.9 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.
- 2.10 The changes in the Syrian conflict have encouraged Daesh and like-minded terror groups to place a renewed emphasis on terrorist attacks across the globe. England has seen terror attacks in London and Manchester this year, perpetrated by those claiming loyalty to Daesh or like-minded groups. In addition, a terror attack took place at Finsbury Park, London, perpetrated by a far right extremist.
- 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 This was evidenced by the recent demonstration by the 'English Defence League' in Keighley on Saturday 2<sup>nd</sup> September 2017. Despite the intended provocation by the EDL this event actually did a lot to bring communities and partners together. Thanks goes to all those in Keighley and beyond who volunteered their time to help ensure hate did not win – especially to those who have given up part of their time with family and friends during Eid celebrations.
- 2.13 This year will see a 'Community Dialogue' project being run across a number of neighbourhoods. Using dialogue the programme will seek to resolve and transform conflict in communities and undermine the hate-based rationale used by extremist groups, such as the English Defence League, to recruit and radicalise.
- 2.14 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.
- 2.15 There is significant demand from parents and schools for support in building resilience to different extremist narratives. This is especially the case where support is provided with internet safety training. Viewing habits are changing rapidly away from broadcast television with increasing use of on-demand streaming services and social media, especially among children. More than two fifths of eleven year olds have a social media profile (despite the fact that all major social media platforms have a minimum user age of thirteen). More information on programmes to support parents and schools is available (see section 3.9)
- 2.16 The issue of extremism, and how best to prevent it, is a complex, emotive, and highly debated one. Locally, organisations have worked very hard to build a successful approach to this work. For example, Bradford Further Education College have tailored an approach which has won support from both staff and students. Recognising extremism as hate motivated the College has taken care to ensure efforts to safeguard are targeted at vulnerable individuals rather than broader communities of people providing examples where parts of the media have been guilty of this stereotyping. The College has sought to develop a set of 'UNITED' values which raise awareness of diversity and develop critical thinking skills.
- 2.17 Bradford Council and partners have sought to tailor the Prevent programme to the needs of the District's communities, providing projects across the District that all in our communities find

useful and valuable. There has also been significant effort to increase the transparency of the programme (see section 3.8).

### 3. OTHER CONSIDERATIONS

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

3.1 There is a common desire to rid the District of all forms of extremism. Over the last two years (2015/16 and 2016/17) over 4800 staff across wide range of agencies have received the basic safeguarding training package to help protect vulnerable people against radicalisation. In the same time period our project work has engaged 5128 people, including many young people, to help build awareness and resilience to the different extremist narratives.

3.2 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.

3.3 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 just as they would be for other safeguarding concerns around maltreatment or abuse. Reports on the requirements of the Prevent Duty have been delivered to both the Districts Adults and Children's Safeguarding Boards.

3.4 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.

3.5 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

3.6 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.

3.7 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 3.9). 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.

3.8 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.

3.9 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 along with the numbers :

- 1) **On-line Resilience Project** - Education on internet safety relating to extremist related narratives is essential. There is a need to support schools and parents 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-lineThis programme was delivered to 1615 students across 15 schools and received excellent feedback.
  
- 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. This programme has provided support to 208 people in both group and individual one to one support sessions.
  
- 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. There has been a high demand for this programme and it has been extended to run again later this year. The programme has already been run in seven supplementary schools to 235 students alongside a training input specifically for teachers.
  
- 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 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 North East Counter Terrorism Unit (NECTU) works in conjunction with West Yorkshire Police and partners to provide support with all aspects of terrorism related activity within Bradford. The NECTU Prevent team seek to safeguard individuals, families and communities from the threat of terrorism whilst deterring individuals and groups who seek to cause harm to communities. There are a number of dedicated officers who are based within the Bradford district and who are deployed against an annual assessment of the Counter Terrorism risks facing the District.

3.9.2 Bradford District Police works together with Bradford District Metropolitan Council, the North East Counter Terrorism Unit and a range of other partners. The district has recently invested heavily in a joint partnership analytical hub enabling a joint analytical function leading to effective tasking to tackle Organised Crime Group activity.

Bradford District Police have recently recruited a number of Stronger Communities Engagement Officers who are co-located within Bradford Metropolitan District Council, this team has quickly established strong links within Bradford Communities which have already proved very beneficial when the District has experienced heightened tensions; e.g. as a result of 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 and its approach to supporting vulnerable people.
- 10.2 The Corporate Overview and Scrutiny Committee acknowledge this report and the intended direction for Prevent in the district.
- 10.3 That Corporate Overview and Scrutiny Committee makes any suggestions for raising awareness of Prevent across Bradford District
- 10.4 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**

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# 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		Early identification of issues causing community tensions.  Engagement builds trust and confidence	
<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.		Deterrence to extremist activity. Relationship and trust building	
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	

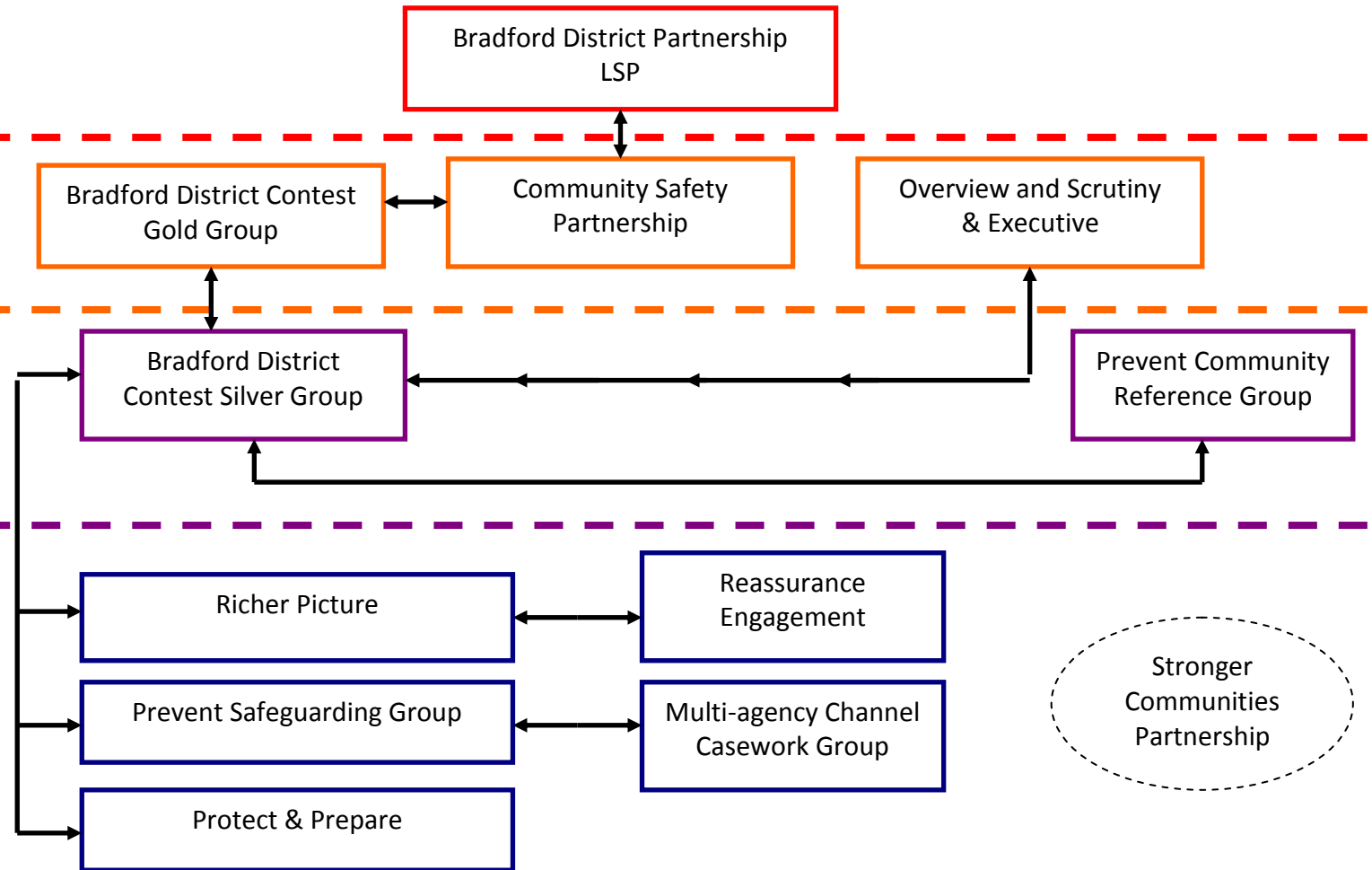
# Bradford CONTEST Governance Chart 2015

Long Term Vision

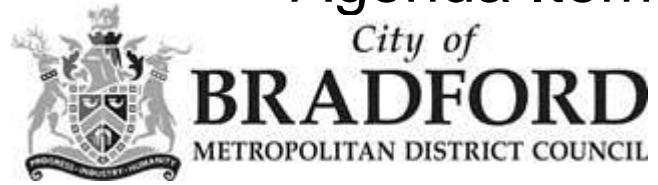
Leadership, Strategic priorities and Planning

Joint Tasking and Action Planning

Operations and Delivering Priorities



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**Report of the Assistant Director Office of the Chief Executive to the meeting of the Corporate Overview and Scrutiny Committee to be held on 28th September 2017.**

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**Subject:**

**Local Government Association Corporate Peer Challenge review findings and Improvement Action Plan 2017**

**Summary statement:**

**Bradford Council invited the Local Government Association (LGA) to undertake an independent Corporate Peer Challenge review, which took place in March 2017. This report details the areas the review looked at, its findings and the Council's response in the form of an Improvement Action Plan.**

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**Overview & Scrutiny Area: Corporate**

## 1. SUMMARY

Bradford Council invited the Local Government Association (LGA) to undertake an independent Corporate Peer Challenge review, which took place in March 2017. This report details the areas the review looked at, its findings and the Council's response in the form of an Improvement Action Plan.

## 2. BACKGROUND

### 2.1 The Corporate Peer Challenge Review

2.1.1 At the request of the Leader and Chief Executive of the Council, an LGA team conducted a Corporate Peer Challenge review of Bradford Council during the period 27- 30 March 2017.

2.1.2 The LGA team was comprised of six local government professionals led by the Chief Executive of Wigan Council and the Leader of Newcastle City Council.

2.1.3 A Corporate Peer Challenge review is designed to complement and add value to a council's own performance and improvement, it is not an inspection. Corporate Peer Challenge reviews have taken place in many councils and are an established method to help determine the "health and awareness" of a council, identifying areas in which it needs to improve.

2.14 Corporate Peer Challenge reviews look at five areas:

1. Understanding of the local place and priority setting:

- Does the council understand its local context and place and use this to inform a clear vision and set of priorities?

2. Leadership of place:

- Does the council provide effective leadership of place through its councillors, officers and constructive relationships and partnerships with external stakeholders?

3. Organisational leadership and governance:

- Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. Financial planning and viability:

- Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. Capacity to deliver:

- Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?



- 2.1.5 The Council asked the LGA Corporate Peer Challenge review team to focus on social inclusion and opportunities for young people in skills, education and employment, reflecting Bradford being the youngest city in the country, while reviewing the above five areas.
- 2.1.6 The review team spoke to over 260 people including council staff, councillors, partners, stakeholders and young people. They gathered information and views from over 60 meetings and collectively spent more than 230 hours to determine their findings.
- 2.1.7 The full report has been on the Council website since June when it was received from the LGA and is attached as **Appendix 1**

## **2.2 The Corporate Peer Challenge Review findings**

### **2.2.1 Headlines**

The Council “recognises it is on a journey of change” from being a provider of services to “being a facilitator and co-ordinator of all of the local resources around a set of shared priorities”.

“The Council is ambitious, self-aware and an improving organisation with huge potential, well positioned to benefit from the ambitious goals and programmes set out in the District and Council Plans and increasingly influential within the West Yorkshire Combined Authority.”

There is “effective ward and neighbourhood leadership by councillors, officers, partner organisations and active and committed community leaders and voluntary sector.”

“Exceptionally strong partnership relationships are already established, in particular between the Council and the Police” and “there are excellent examples of partnership working improving people’s lives.”

“There is clear recognition of the financial challenges and increasing demand on services faced by local government and its impact, alongside an ambitious approach” to align resources to the priority outcomes in the Council Plan through the budget process.

“The emerging narrative of place needs to more fully reflect the many places that make up the District, alongside clarity around the District’s role and investment requirements in delivering the City Region Strategic Economic Plan.”

“The £5m Transformation Fund should be reviewed to ensure sufficient resources are allocated” to enable the Council to drive change and make the necessary savings.

Consideration needs to be given on “how to consistently engage on issues with young people” and greater use should be made of apprenticeships.

Communications need to focus on engaging residents through ‘People Can’ and “positioning Bradford regionally and nationally.”

The historic civic crest should be used as the Council brand/ logo as it reflects the city and different towns which make up Bradford District.

## 2.2.2 Review findings under the five areas, in summary

### 1. Understanding of the local place and priority setting

The review team reported “Bradford Council“ has a sophisticated understanding of its communities” and said they had “heard many examples of excellent work in promoting community cohesion.”

“There is a recognition that leadership of place isn’t only the responsibility of the Leader of the Council and the Chief Executive, but that everyone in the organisation can play a role.” However, the review team felt that “the workforce is considered an underdeveloped asset in telling a more positive story of Bradford District.”

“The Council Plan is clear and coherent and is becoming increasingly embedded” with “many staff aware of the priorities and their role in achieving them.” The review team also saw a “growing sense of optimism that the Council and the place is improving, with recognition that young people are the City’s greatest asset.”

“It is clear that there is strong community, faith, business and voluntary sector leadership” and “a clear alignment between business and political priorities with transport and education seen as key drivers of economic growth.”

“Although there is strong leadership in supporting this vision, turning the vision into a compelling, forward looking narrative for Bradford District will need to be the next stage of the journey.” “This stronger narrative will help partners better understand the Council’s priorities more clearly and enable the Council to focus its resources on partnerships and relationships that are most important in achieving this vision.”

### 2. Leadership of Place

The review team stated “the Council Leader and Chief Executive are universally recognised as providing strong, clear and complementary leadership” and there is “proactive engagement with other councils and partners across the region.”

The commitment to working within regional and national partnerships, including the West Yorkshire Combined Authority (WYCA) and Key Cities network “was making Bradford increasingly influential.”

The review team found “strong and excellent partnership arrangements with the Police and Voluntary Sector, with active and committed community leadership with organisations who want to work collaboratively with the Council.”

While the engagement between the Council and its partners was seen as positive, there was an acknowledgement that more could be done to streamline and strengthen partnership working with health organisations.

The review team said: “Councillors in Bradford are passionate, committed and fully engaged in the work of the Council, being visible in their local communities and there is good ward and neighbourhood leadership” undertaken by the Council.

The Council’s ‘People Can’ approach to involve citizens in their neighbourhoods and communities through volunteering and other activities was recognised as “powerful” and having “huge potential” to “empower people and communities to do more for themselves.” The review team felt this ‘People Can’ approach should be rolled out across Council departments and partner organisations to show a unified way of working for the benefit of Bradford District.

### **3. Organisational leadership and governance**

The review team said they “saw evidence of a strong and well regarded political and managerial leadership, observed through constructive councillor and officer working relationships at all levels across the Council.”

The review found that “the corporate governance framework works well, with mutual respect and understanding between councillors and officers” with “no adverse indicators” relating to how the Council’s decision making works. Scrutiny Committees were found to be “effectively holding the Executive to account”, although the review team recommended developing a role for Scrutiny in policy making, as well as scrutinising the Council’s decisions.

The review team suggested that “plans and strategies should be reviewed to make sure they are aligned to the Council Plan” which will help in “difficult decisions” about which services and activities the Council will have to stop doing.

Staff met through the review were considered “loyal, committed and highly motivated to deliver good quality services”. There is a “supportive environment evident, with a can do attitude” underpinned with a “developing organisational culture with staff at all levels starting to reflect the Council’s behaviours and values.”

The review team “saw good examples of the Future Leaders programme and the Innovation Hub facilitating a growing sense of empowerment amongst staff” but pointed out that “the changing nature of local government and the increasing focus on commercialism will require different skills and competencies going forward. They suggested the apprenticeship programme should be reviewed to “bring new ideas into the Council” and “make it more representative of the communities it serves.”

### **4. Financial planning and viability**

The review team said “the scale of the future financial challenge” faced by local authorities “is understood by Bradford Council who acknowledge that business as usual isn’t an option.”

Outcomes Based Budgeting, where resources are aligned to agreed priorities in the Council Plan, “has been introduced as a model for ensuring effective and efficient use of resources and is seen as a significant step towards closing the revenue funding gap.”

The review team found the Council “has managed sensitively” big reductions in its resources - £231 million has been saved since 2011 with a further £32 million to find in 2017-2019. “The Audit Statement confirms the Council has a strong track record of delivering savings and generally keeping within budget though there are significant financial pressures within adult’s and children’s services.

Concerns were expressed about potential over-reliance on the use of compensatory savings when planned savings aren’t delivered and about some instances where opportunities for earlier interventions were not being taken to minimise long term financial risks.

The review team also felt the level of transformation funding was too low to address the significant changes the Council faces.

## **5. Capacity to deliver and resources**

The review report states “staff enjoy working for the Council and feel their contribution is highly valued”. “Overall staff said that change is generally managed well” and they recognise “the role of the Council needs to change going forward.”

The review found “many good examples of the Council working well in partnership to deliver improved outcomes for residents,” in areas such as: school improvement, neighbourhood work, hospital discharges, child sexual exploitation and community cohesion.

The Workforce Development Programme was seen by the review team as pivotal to ensuring change and embedding behaviours and values and it felt the work on this should be accelerated.

The review did not see an overarching approach to programme management and suggested improved arrangements are put in place to ensure linkages, sequencing and inter-dependencies between projects are made clear.

The review also stated that the Council “needs to adopt a consistent approach to digital transformation” and data should be used more to inform decision making, as well as for tracking performance.

It was recommended opportunities should be explored for: further co-located working based on the effective work currently seen in the Multi Agency Safeguarding Hub, shared service arrangements across neighbouring local authorities “where a business case stacks up” and enhanced integrated commissioning of services.

### **2.3 The Corporate Peer Challenge Review recommendations**

The Review made 8 key recommendations:

1. Develop a coherent narrative of place and your ambitions.
2. Use the narrative to place shape more effectively with partners.
3. Use the 'People Can' approach in a more systematic manner.
4. Make best use of newly appointed Strategic Director roles.
5. More robust financial accountability and allocation of resources within the Medium Term Financial Strategy.
6. Accelerate a Team Bradford approach to using Apprenticeships.
7. Review Re-deployment Policy.
8. Pick one brand for the Council.

### **2.4 The Improvement Action Plan**

- 2.4.1 To ensure the recommendations are acted upon, integrated into and monitored through the current Council Plan Delivery programme, the recommendations were presented to the Outcome Delivery Boards, which are responsible for the outcomes in the Council Plan.
- 2.4.2 The Outcome Delivery Boards checked the relevance of the review recommendations against their remit, proposed actions to help progress the recommendations, and identified a lead officer responsible for delivery and Portfolio Holder for governance and assurance purposes.
- 2.4.3 The Outcome Delivery Boards are integrating the recommendations and actions from the Corporate Peer Challenge review Improvement Action Plan into their own milestone plans, to ensure regular checking of progress on implementation.
- 2.4.4 The Improvement Action Plan (**Appendix 2**) shows the key recommendations along with the outcome to be achieved, actions and timescales for delivery.

### **2.5 Review follow-up**

- 2.5.1 The LGA Corporate Peer Challenge review process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and to demonstrate the progress it has made against the areas for improvement and developments identified by the review team.
- 2.5.2 The follow up visit is a lighter touch version of the original visit and does not always necessarily involve all members of the original peer team. The timing of the visit is determined by the Council, but it is typical a follow up review will take place two

years after the review i.e. March 2019.

### **3. OTHER CONSIDERATIONS**

- 3.1 The Executive received the Corporate Peer Challenge review report and the Improvement Action Plan on 12<sup>th</sup> September. Governance and Audit Committee is also receiving the Corporate Peer Challenge review report and the Improvement Action Plan on 28 September.
- 3.2 Corporate Overview and Scrutiny Committee are asked to identify and direct the recommendations and any actions to the relevant Overview and Scrutiny Committee for their consideration.

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

The delivery of the Corporate Peer Challenge review Improvement Action Plan will be met from within current resources. Responding to the review and implementing its recommendations are key elements in the work of each Outcome Board which ensure the Council Plan is delivered.

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

Governance arrangements to ensure the delivery of the Corporate Peer Challenge review Improvement Action Plan will be managed within the programme and project management arrangements of the Council Plan Outcome Delivery Boards.

### **6. LEGAL APPRAISAL**

No comments from the legal appraisal.

### **7. OTHER IMPLICATIONS**

None.

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

None directly. Equalities Impact Assessments will be considered as necessary.

#### **7.2 SUSTAINABILITY IMPLICATIONS**

None.

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

Not applicable.

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

None.

#### **7.5 HUMAN RIGHTS ACT**

No Human Rights Act implications.

#### **7.6 TRADE UNION**

If changes are made to Council policy as a result of this action plan, Trade Unions will be consulted as appropriate.

## **7.7 WARD IMPLICATIONS**

None directly.

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

Not applicable.

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

None.

## **9. OPTIONS**

1. Corporate Overview and Scrutiny Committee are asked to identify and direct the recommendations and any actions to the relevant Overview and Scrutiny Committee for their consideration.
2. Corporate Overview and Scrutiny Committee is asked if they would like to receive periodic progress reports against the Improvement Action Plan.

## **10. RECOMMENDATIONS**

1. That the recommendations and actions are directed to the relevant Overview and Scrutiny Committee, as appropriate.
2. That the Corporate Overview and Scrutiny Committee receive periodic progress reports against the Improvement Action Plan.

## **11. APPENDICES**

- Appendix 1: Corporate Peer Challenge. City of Bradford Metropolitan District Council. 27th to 30th March 2017. Feedback Report.
- Appendix 2: Corporate Peer Challenge Improvement Action Plan 2017.

## **12. BACKGROUND DOCUMENTS**

None.

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# Corporate Peer Challenge

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

*27<sup>th</sup> to 30<sup>th</sup> March 2017*

Feedback Report

## 1. Executive Summary

Bradford is a great city with multiple and diverse communities, major cultural, heritage and historical assets, a good quality of life and some exciting new emerging economic sectors. The Council recognises that as the leader of place and as a provider of many public services it is on a journey of change – from providing an in-house ‘one size fits all’ solution to being a facilitator and co-ordinator of all of the local resources around a set of shared priorities.

Most people we spoke to recognise that the council has started along this journey but that the pace of change needs to be maintained with consistency, and occasionally accelerated, in order for people to continue to be motivated to participate. The Council is ambitious, self-aware and an improving organisation with huge potential. The City is positioned well to benefit from the ambitious goals and programmes set out in the Bradford District Plan and the Council Plan and is increasingly influential within the West Yorkshire Combined Authority.

There is growing confidence and optimism in the council and the place that the City is “on the up” with a clear alignment between business and political priorities, with transport and education as the drivers for unlocking potential and growth. We found a strongly articulated approach to community cohesion across the whole City and widespread recognition that, as the youngest city in the country, young people are their biggest asset.

We evidenced strong, connected and highly regarded political and managerial leadership of both the place and the council. The Council Leader and Chief Executive are seen as visible, energetic, inspiring symbols of the improvement journey the council is on. We found effective ward and neighbourhood leadership by elected members, officers and partner organisations and active and committed community leaders and voluntary sector who value the council’s community leadership role. However, ensure that the policy development role for scrutiny adds value to the council.

Exceptionally strong partnership relationships are already established; in particular between the council and the police. We also found excellent examples of partnership working in improving peoples’ lives, for example hospital discharge, neighbourhood work and child sexual exploitation. The recent Joint Targeted Area Inspection (JTAI) by multiple inspectorates cited strong endorsement of multi-agency safeguarding and prevention services.

There is a clear recognition of the financial challenges and increasing demand on services faced by local government and its impact alongside an ambitious approach to re-aligning priorities through a budget shaped by outcomes. The Council has recognised the need and significant activity required to generate income for the future to fund council services.

Staff are loyal, passionate and hardworking and feel valued and trusted to deliver at all levels but resilience needs to be carefully monitored going forward. There is

a growing feeling of permission and empowerment underpinned by effective examples of investing in the future via the Future Leaders programme and the Innovation Hub. Change is embraced with good examples of service improvement, such as the school improvement service through deploying a different model. The 'People Can' approach is already demonstrating impact and has enormous future potential.

The emerging narrative of place needs to more fully reflect the many places that make up the City alongside clarity around the City's role and investment requirements in delivering the Leeds City Region Strategic Economic Plan. Develop a set of simple, clear and consistent messages to challenge those not yet on board with the re-defining of the City and 'People Can' could be the ideal vehicle to unify the vision for the place – it could also be used to develop a council wide demand management plan for Adults and Children's services. Also use staff as ambassadors of the place as the majority live in the area.

There is an opportunity to strengthen corporate oversight with more robust accountability through the newly established role of the Strategic Director of Corporate Services. You also need to ensure that the newly appointed Strategic Director for Health and Well-Being is adequately supported in order to meet future financial and service challenges. Health engagement could be further streamlined and refined to develop stronger partnerships at all levels.

General fund balances are low and there is a potential over reliance on one off compensatory savings when projects do not deliver targeted savings. The Outcomes Based Budgeting (OBB) approach is emerging and the council should be mindful of relying too heavily on this to deliver savings targets which are not linked back to the budget monitoring regime. The transformation fund at £5m appears relatively low given future savings targets and should be reviewed to ensure sufficient resources are allocated. It would also be helpful to establish a more aggressive and structured approach to commercialism to include an income generation strategy.

The 'Big Project' Workforce Development Programme for changing organisational behaviours and culture is inspiring, but it should be fast-tracked and correctly resourced to be completed ideally in one year. In conjunction, review the existing redeployment policy to ensure all candidates are assessed against behaviours and competencies and are not slotted in to inappropriate roles (square pegs in round holes). Consider how to consistently engage on issues with young people and make greater use of apprenticeships to bring new energy and ideas to the council.

Communications and public relations functions need to focus on engaging residents through 'People Can' and positioning Bradford in both the region and nationally as well as responding to media enquiries. Communications and project management approaches need to be aligned to future priorities. Finally, we noted that you currently use two corporate logos' as an identity for the council so suggest you select the more historic crest brand and phase the other logo out to avoid confusion and provide one identity.

## **2. Key recommendations**

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations on-site, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

### **1. Develop a coherent narrative of place and your ambitions:**

Much of this already exists in a variety of places but it needs bringing together as a coherent vision for the long term future of Bradford District the place. This will enable all members and managers to articulate that narrative consistently both internally and with external partners.

It will also inform more clearly Bradford's role and investment requirements in delivering the Leeds City Region Strategic Economic Plan (SEP). Developing a localised version of the SEP will form the basis of your economic and investment strategy.

### **2. Use the narrative to place shape more effectively with partners:**

This stronger narrative would help partners understand the council's priorities more clearly and would also enable the council to focus its resources on the partnerships and relationships that are most important in achieving that vision.

In particular, it will streamline engagement with health and strengthen relationships with all health partners.

### **3. Use the 'People Can' approach in a more systematic manner:**

The 'People Can' approach is well regarded and has huge transformative potential and could be a brand around which to build a refreshed narrative of place. It could describe the council's ambition for pride of place through citizen involvement.

It could also be used to develop a council wide demand management plan for Adults and Children's services and there are other transferable options the Council could actively consider.

### **4. Make best use of newly appointed Strategic Director roles:**

Strengthen corporate oversight through the newly established role of Strategic Director of Corporate Services.

Ensure the newly appointed Strategic Director for Health and Wellbeing is adequately supported to meet future financial and service challenges.

## **5. More robust financial accountability and allocation of resources within the MTFS:**

Need for more robust accountability for delivering agreed financial savings and to link outcomes based budgeting to current financial challenges.

Review and align the transformation fund to 'big change' projects with appropriate capacity.

## **6. Accelerate a Team Bradford approach to using Apprenticeships:**

Accelerate a Team Bradford approach to using apprenticeships as a driver for unlocking young people's potential to bring new ideas into the council, plan for future leaders, address issues around hard to fill posts and make the council more representative of the communities it serves.

## **7. Review Re-deployment Policy:**

Review your current re-deployment policy and assess candidates against behaviours and competencies. The strategy should look at the development needs of existing staff as well as assessing skills, knowledge and capacity gaps for the future. This should be done as part of an overall Workforce Strategy for the organisation.

## **8 Pick one brand for the Council:**

Pick one of the two brand logos you are currently using and stick with it to provide one brand identity for the council to underpin the narrative for the place.

# **3. Summary of the Peer Challenge approach**

## **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Bradford Council were:

- Donna Hall – Chief Executive, Wigan Council
- Cllr Nick Forbes, Council Leader, Newcastle-upon-Tyne City Council
- Craig Smith, Assistant Director of Education, Luton Borough Council
- Joanna Sumner, Assistant Chief Executive, London Borough of Hackney
- Peter Rentell – LGA Peer Challenge Manager
- Grace Abel – LGA National Graduate, Kingston Council

## Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to provide a critical friend review of Bradford's response to the Louise Casey report "*a review into opportunity and integration*" with focus on social inclusion and opportunities for young people in skills, education and employment.

## The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days on-site at Bradford Council, during which they:

- Spoke to more than 260 people including a range of council staff together with councillors, external partners, stakeholders and young people.

- Gathered information and views from more than 60 meetings and additional research and reading.
- Collectively spent more than 230 hours to determine their findings – the equivalent of one person spending over 6 weeks in Bradford Council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (27<sup>th</sup> to 30<sup>th</sup> March 2017). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

## 4. Feedback

### 4.1 Understanding of the local place and priority setting

Bradford is a place of many communities, some are geographical and some are communities of interest. The Council has a sophisticated understanding of these communities, who are also beginning to be better represented across their workforce. We heard many examples of excellent work in promoting community cohesion that people cite as reasons for Bradford moving on from the riots in earlier years.

There is a recognition that Leadership of Place isn't just the responsibility of the Council Leader and Chief Executive but that everyone in the organisation can play a role. In this regard, the council's workforce is an underdeveloped asset in telling a more positive story of Bradford. As the vast majority of council staff live in the city, they could play a stronger role in tackling the collective lack of confidence that we sometimes heard about culminating in their default statement that "they are in the shadow of Leeds". Bradford needs to be more confident about its role working as a key partner with Leeds in the Combined Authority.

Broadway shopping centre and City Park are physical symbols of Bradford's journey of renewal and we urge you to celebrate the brilliant culture and heritage you have. Moving forward clearly defined priorities will need to be articulated, focused and resourced to continue this improving trajectory.

There is a Council Plan that is clear and coherent and is becoming increasingly embedded across the organisation. Many staff we met were aware of the corporate priorities and the role they play in achieving them. We saw a growing sense of optimism that the council and the place is improving with a widespread recognition that young people are the City's greatest asset now and in the future.

It is clear that there is strong community, faith, business and voluntary sector leadership which is actively engaged in shaping, and is committed to supporting the relatively new political vision set out by the Leader and the Executive. We found a clear alignment between business and political priorities with Transport and Education seen as key drivers of growth and potential. More partners buying into the concept of Civic Enterprise and the potential benefits to both themselves and the city in tackling deprivation and further investing in communities will help to move the vision into reality. Bradford has many large and significant nationally and internationally known businesses who can contribute more to the success of the city and can be key to helping to reduce inequality.

Turning this vision into a compelling, forward looking narrative for Bradford will be the next stage of the journey. It will also provide a reference point to challenge those who do not always speak positively about Bradford's future. There is currently a lack of a coherent narrative that tells the story of the council's ambitions for the metropolitan district into the longer term. This stronger narrative would help partners understand the council's priorities more clearly and would also enable the council to focus its resources on the partnerships and relationships that are most



important in achieving that vision of place. In addition, there is a need to decide how to consistently engage with young people to help shape the future narrative and align skills gap analysis with current and future provision.

## 4.2 Leadership of Place

The Council Leader and Chief Executive are universally recognised as providing strong, clear and complementary leadership. They work well together and this is recognised across the metropolitan district and beyond with proactive engagement with other councils and partners across West Yorkshire. This solid platform provides an opportunity to lead and further develop the sub-region's approach to wider public sector reform.

The commitment to working within a range of broader partnerships; LGA, Key Cities, West Yorkshire Combined Authority is seen as a very positive step towards challenging some negative external perspectives of Bradford. Bradford is increasingly influential across a wide range of regional and national networks and the Chief Executive is instrumental in networking Bradford as a place. However, the narrative of place needs to better reflect the many local places that make up the District... The peer team coined the phrase "it's not an either/or it's a both and". The City needs a stronger sense of its real identity and role; incorporating the strengths of its different towns, villages and districts. Your great staff are under-used ambassadors for the council and the place and should be utilised as advocates.

We evidenced some strong and excellent local partnership arrangements, particularly with Police and the Voluntary Sector. There are active and committed community leaders and voluntary sector organisations who want to work collaboratively and with the council through co-design of services.

We were shown a draft copy of the recent Joint Targeted Area Inspection by multi-agency inspectorate which was very positive in terms of partnership relationships and leadership and governance. This provides a strong endorsement of current multi-agency arrangements and should be celebrated.

Whilst the engagement of most strategic partners was seen to be positive, enthusiastic and engaged more could be done to streamline health engagement and to develop stronger relationships with health partners. This could include establishment of a Board of non-executive leaders – Chairs of health organisations plus the Council Leader and relevant Executive Members – in order to complement the collaborative work being undertaken by respective senior management teams.

Councillors in Bradford are passionate, committed and fully engaged in the work of the council in a variety of different ways. They are visible in their local communities and there is very good ward and neighbourhood leadership by both members and officers.

'People Can' is a widely recognised approach and a powerful asset-based model which has huge transformative potential. It encapsulates the journey that both the District and the council want to go on; that of empowering people to do more for themselves, and could be a brand around which to build a refreshed narrative of place. Instead of framing the challenges faced by the District as a series of comparisons and competitions, for example between urban and rural Bradford or between Bradford and neighbouring cities, 'People Can' is a simple way of describing the council's ambition for pride of place through citizen involvement. It can be rolled out across departments and partners through place based working linked to a systematic demand reduction plan based on strong business intelligence. Ideally, it needs to become a unifying philosophy of working not just a campaign.

### **4.3 Organisational leadership and governance**

We saw evidence of strong and well regarded political and managerial leadership and constructive member and officer working relationships at all levels across the council. The Council Leader and Chief Executive are seen as symbolic of the improvement journey the council is on and are both working well together to achieve future aspirations for the council and the place. Elected members are engaged at all levels and are committed to making a difference.

Regardless of effective current leadership we suggest you review plans and strategies to ensure strategic alignment to the council plan. This will, in turn, require you to ensure correct alignment of politicians and officers around difficult decisions that will need to be taken going forward about what services to stop, what buildings to close. As a current example of ineffective practice member involvement in appeals, through overturning officer management staffing decisions, can undermine effective staff management processes and behaviours and should be reviewed.

Ward plans are a good example of positive involvement of members as community leaders, although there is a danger that they create unrealistic expectations for the council to deliver. Developing them to be plans supporting members as local leaders of communities and place, possibly around the 'People Can' brand, would be a way of ensuring they don't simply become the repository of local complaints about council services.

The corporate governance framework appears to work well, there is mutual respect and understanding for roles and responsibilities, and we didn't hear of any adverse indicators relating to how the council's decision making machinery works. Scrutiny is effectively holding the Executive to account, although this can sometimes present a confrontational image of local politics for staff and the public. Developing scrutiny's role in commenting on emerging policy issues, as well as scrutinising decisions after the event, would lead to a more balanced position. Organisations such as the Centre for Public Scrutiny can provide developmental support in this regard.

Staff we met are loyal, committed and highly motivated to deliver good quality services and there is a very supportive environment evident during challenging times with a 'can do' attitude developing. We saw good examples of investment in your staff with the Future Leaders programme and the Innovation Hub, both of which facilitate a growing sense of empowerment amongst staff at all levels. Ensure a strengths based approach is consistently embraced to meet future challenges. One area the peer team felt could be further developed is around political awareness for officers and LGA could support training in this area.

The Council has a developing organisational culture with staff at all levels starting to reflect new behaviours and values. However, the changing nature of local government and the increased focus on growth and commercialism will require different skills and competencies going forward so leadership development programmes and succession management will be a critical area of consideration. We suggest you push harder and faster on embedding behaviours with confidence. In parallel, you should review your apprenticeship programme and seek to use apprentices proactively to bring new ideas into the council, plan for future leaders, address issues around difficult to fill posts and make the council more representative of the communities it serves.

#### **4.4 Financial planning and viability**

There is a recognition, supported by strong political leadership, of the need to ensure the council is well prepared for the new funding arrangements that will be introduced for local government in 2019/20. This includes an explicit intent to grow the numbers of households paying council tax and businesses paying business rates in the District. The scale of the future financial challenge is understood by the council who acknowledge that business as usual is not an option.

Outcomes Based Budgeting (OBB) has been introduced as a model for ensuring effective and efficient use of resources. Staff we spoke to about OBB are optimistic about the potential for a budget shaped by outcomes and these need to be clearly tied into existing budget monitoring arrangements. The energy and capacity required to develop a robust OBB framework should be balanced against the need to ensure service managers and corporate directors have deliverable savings in place.

Previous reductions have been managed sensitively with the council delivering £231m savings since 2011 with a further £32m to be delivered over the next two years. The Medium Term Financial Strategy (MTFS) sets a net revenue gap of around £100m to be closed by 2020/21 starting from a current base of £378m. Audit statement confirms the council has a strong track record of delivering savings and generally keeping within budget though there are significant financial pressures within Adults and Children's services. The OBB framework is a significant step towards closing the revenue gap through reflecting the corporate priorities and aligning resources accordingly.

We acknowledge that the council has expressed concern about the low level of its general fund balances and is planning to make further use of them to support the

revenue budget. The peer team were concerned about the potential over-reliance on one off compensatory savings when projected savings aren't delivered (25% of projects last year were not delivered against savings plans). We found anecdotal evidence to suggest that policy around the delivery of savings could be more effectively communicated for example, there is still a culture in which some people believe that reserves can be used to fund under-performing projects but we acknowledge that this is not a corporate policy. It might simply be a case of reviewing the current wording on budget monitoring reports to ensure an explicit rather than implied course of action.

We found some instances where financial and service planning is not always consistently robust, and examples where earlier intervention on under delivery of change projects would minimise long term financial risk. One option is to develop a member led 'Star Chamber' approach which could provide greater Executive challenge and scrutiny of detailed savings plans and targets.

There is limited evidence of robust scoping of savings prior to budget setting alongside an under-performance in, and lack of clarity on who is responsible for delivering savings. There is scope to develop the infrastructure of OBB further by implementing it into the performance measures and by creating outcome based directorates, instead of services. This would support the delivery of savings and introduce meaningful culture change. There is also potential to develop a cross-cutting approach to the outcomes so that interdependencies are captured and worked on.

Given the significant change you need to tackle we felt the level of transformation funding was currently too low at circa £5m. We suggest you review the level of transformation funding and how it will be deployed to implement and deliver necessary change.

The council should also consider establishing a more aggressive and structured approach to commercialism, to include an income generation strategy. You will need to consider whether this can be delivered with existing capacity and resources. Work will be required to articulate exactly what this means to staff and what is expected of them and whether new skills need to be developed or bought in. There is a growing body of practice and examples from across the public sector that can inform the debate, including a range of information and case studies on the LGA website at: <http://www.local.gov.uk/commercialisation>.

#### **4.5 Capacity to deliver and resources**

Staff clearly enjoy working for the council and they feel that their contribution is highly valued. This is supported by a high level of staff retention. We met and heard of some real star performers who are highly regarded and respected in their roles. Overall staff told us that change is generally managed well and there is a broad recognition that the role of the council needs to change going forward. An example of this starting to happen with tangible impact is with school improvement.

There are many good examples of the council working effectively in partnership to deliver improved outcomes for residents, such as neighbourhood work, hospital discharge, child sexual exploitation and community cohesion. These skills are transferable to other areas and more effective partnership working will serve to build capacity and target further efficiencies through co-creation. The 'People Can' approach is already demonstrating impact and has greater potential. Alongside partners and local communities, young people are willing and ready to go on the change journey with the council so be sure to include them.

There is clear leadership of change at the top layer of the council, the Council Plan sets out clear priorities and staff and partners are "up for" the challenge. However, ensuring change, appropriate behaviours and the vision for Bradford are consistently embedded at every level of the organisation will take additional effort.

The 'Big Project' Workforce Development Programme recognises the pivotal role of middle managers in achieving this and accelerating this programme of support, development and challenge will reap dividends and should be actioned. Whilst people talk about 'business as usual' no longer being an option in terms of the financial challenges faced by the council, more could be done to demonstrate there is a critical mass of improved outcomes so that people can see the benefit of expending time and energy in leading change.

Achieving change requires the council to tell a compelling narrative of the need for things to be done differently; to be clear about governance with the right people (political and managerial) fully signed up and to ensure there is capacity to deliver through appropriate alignment of transformation resources, management accountability and staff engagement. It will require a wholesale re-assessment and re-alignment of current available resources to ensure you take staff with you on the journey. Staff resilience will be a key issue to carefully monitor as pace of change increases.

We could not see an overarching programme management approach, or a structure in place to take an overview of all corporate projects from project initiation, business case through to monitoring successful delivery. The Council will need to ensure that arrangements are put into place to enable the linkages, sequencing and inter-dependencies between the various projects and activity to be clear. Robust monitoring and accountability will need to be a key feature of the Council's programme governance to ensure the contribution to the budget strategy. Such an approach is necessary to consider the linkage of key work streams in any transformational change programme, such as asset rationalisation with agile working and channel shift; and should inform more effective cross-Directorate working.

The council needs to adopt a consistent approach to digital transformation. It would be beneficial to automate as many tasks as possible and introduction of enhanced mobile technology for staff would increase efficiency and reduce use of paper. There should be one IT system for all members of staff to access to ensure interface between all channels of communication and residents including, but not limited to housing, adult social care, children's social care, neighbourhoods and



finance. This would help to provide good knowledge and infrastructure around the person.

Use data to inform intelligent decision making as well as tracking performance as currently you appear to be data rich but could deploy a more intelligence-led approach. Given your majority annual spend on Adults and Children's services we suggest a targeted approach to Demand Management across the organisation in conjunction with your early help offer in order to reduce demand on the care system at the front door for adults and children's services. Similarly, explore opportunities for greater structural alignment with health to support joint commissioning, for example Data/IT/Risk Stratification.

There are opportunities to be explored for further co-located working based on the effective work currently in the Multi-agency Safeguarding Hub along with further consideration of shared service arrangements across neighbouring local authorities where a business case stacks up. Joint and integrated commissioning also needs to be further enhanced. We saw many positive things happening within the council and we would urge you to ensure you celebrate this success both internally and externally. This will impact positively on staff morale and ensure the buy-in to meet the future challenges.

## **4.6 Young People, Education, Skills and Employment**

### School Improvement

All stakeholders, including Head teachers, spoke positively of the changes in the last few years and directly related this to key personnel, namely the Strategic Director of Children's Services and Deputy Director responsible for education. The relationship between schools and the Council has been re-engineered to ensure a focus of resources where they are most needed and this is leading to improved outcomes for learners. The relationships are also improved and better calibrated between the Council and the non-maintained school sector, with a real sense of focus on learner outcomes, this has been achieved against a backdrop of significantly reduced staff resource within the Council.

### Social Cohesion

There was a real sense of Bradford understanding its role of leader of place and working to ensure all sections of the communities served by the local authority were involved and integrated into a sense of belonging. This was evident in the neighbourhood working and how it has improved, in the Prevent and social cohesion activity in education settings and was backed up by young people in the focus group and by key stakeholders such as the police and the Voluntary Sector.

### Link between young people, skills and future employer demand

There were many examples of impressive activity to ensure that young people in Bradford are learning relevant skills which are required for the modern workplace. These were developing to meet identified need and in many cases linked to the comprehensive post 16 education review and forward plan. As standalone activities they are likely to have impact

and support young people as they move forward. There are also a range of activities within the economic development and growth sphere of activity with good attempts to engage local employers in developing Bradford and its employment opportunities. However, there could be more done to link the development of young people's skills and the future needs of employers – the Area Based Review of 2016 has some detail on future economic need but more could be done at a local and sub-regional level to link broadly 'education / skills' supply side activity and 'employer / economic growth' demand side activity. Within the council there could be more joint planning between relevant teams and the Chairs of the Relevant Scrutiny Committees could work together to more effectively support this join up.

### Apprenticeship Strategy

Whilst the council is clearly aware of the Levy and Duty which came into force in April 2017 there is still work to be done to ensure this is embedded within the council. There is an understanding of the likely cost of the Levy but there was no apparent plan to ensure the Levy could be utilised to increase the number of apprentices within the council. This is linked to a wider issue of how apprentices are viewed – there is almost a sense of a paternalistic role of seeing apprentices as one year positions to provide a solid start to a career before moving on (as there is an assumption that there will not be opportunities for permanent positions within the council). This needs reviewing and as staff move on there could be a real sense of using apprentices to bring new ideas into the council, plan for future leaders, address issues around hard to fill posts and make the council more representative of the communities it serves. The council should also be using its leader of place role to model good practice and set the standard for other local employers (public and private sector) to strive towards. Furthermore there is an opportunity to pull all this together to ensure a coherent approach to apprentices, both as an employer and as a leader of place.

### Young Peoples' Views

The young people who were part of a focus group during the peer challenge were positive and gave their views freely. They were a real credit to Bradford and gave real cause for optimism about the future in Bradford. They articulated views and concerns that you would expect to find in any area, for example what does the future hold for them, will there be enough jobs, and will there be quality opportunities for them in the future. They clearly saw education as the pathway to future opportunities. They were keen on more apprenticeship opportunities especially as there was a concern about the quality and range of jobs that might be available locally in the future.

Specific concerns that they highlighted were: the rise in visible homelessness on the streets especially in the city centre (and showed concern for the welfare of these people and wondered if empty homes could be used to support them), the attractiveness of Bradford as a place to live and work in relation to Leeds and a lack of out of school spare time activities to engage in. We would also suggest you consider re-establishing a 'Youth Council' within the council as they have proved to be a real asset to other local authorities across the region.

## 5. Next steps

### Immediate next steps

We appreciate that the political and senior managerial leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Email [mark.edgell@local.gov.uk](mailto:mark.edgell@local.gov.uk) Mobile No. 07747 636910.

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Thank you to everyone involved for their participation and for engaging so constructively with the peer challenge. In particular, please pass on thanks from the peer team to Alison Riley, David Greenwood and their colleagues for their help and sterling support prior to the peer challenge and during the on-site phase.

### Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.



Ref	Outcome	Improvement / Action	Timescale	Portfolio Holder	Outcome Board and Officer Lead
<b>LGA Recommendation 1. Develop a coherent narrative of place and your ambitions.</b>					
1.1	A coherent and shared narrative for place - celebrating diversity of place and including "People Can" approach.	Working with our Producer City Partners, develop a shared narrative about Bradford District which can be used to promote our city and district as a place to live, work, study, visit and invest.	Oct. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Involve local businesses and citizens in developing the shared narrative about Bradford District through workshops, participatory public events, media coverage and social media.	Aug./Sept. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Share this place marketing narrative widely with local businesses, organisations and groups to ensure consistency in promoting Bradford District.	Nov. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
1.2	Get Bradford better placed so that we can build our reputation and influence others. Further communicate confidence in our city and district.	Work in partnership regionally and locally to develop and deliver the Positioning Bradford Action Plan.	Oct. 2017	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Identify and work with key stakeholders to improve Bradford District's reputation and influence with key decision makers nationally.	Aug. 2017 - March 2019	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Introduce monthly e-bulletin to further inform and engage key stakeholders.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
1.3	Through the New Economic Growth Strategy, express our requirements for inclusive growth, sectoral growth and skills and employment.	Set out the key drivers and enablers for economic growth in the strategy, incorporating skills and employment requirements.	Oct. 2017	Cllr Alex Ross-Shaw	Skills Jobs Economy Strategic Director Place
1.4	Celebrate the culture and heritage of Bradford district.	The cultural partnership further developed and supported by an events programme and the implementation of the destination management plan.	Sept. 2018	Cllr Sarah Ferriby	Skills Jobs Economy Strategic Director Place
1.5	Council priorities defined through West Yorkshire Combined Authority as part of our emerging Economic Growth Strategy.	New Economic Growth Strategy in place with maintained infrastructure for resilience and growth and increased understanding of asset development and conditions.	Oct. 2017 - 2020	Cllr Alex Ross-Shaw	Skills Jobs Economy Strategic Director Place
1.6	Young people engaged in shaping the future narrative.	Using current mechanisms such as Youth Voice consistently engage with young people to shape the future narrative.	On-going to Feb. 2020	Cllr Abdul Jabar	Great start and good schools Strategic Director Children's Services
		Implement a District wide Youth Voice Group.	March 2018	Cllr Abdul Jabar	Great start and good schools Strategic Director Children's Services
		50 young person led initiatives implemented.	March 2020	Cllr Abdul Jabar	Great start and good schools Strategic Director Children's Services
<b>LGA Recommendation 2. Use our narrative to place shape more effectively with partners</b>					
2.1	A Stronger narrative in place that will help partners better understand the council's priorities and how they can contribute.	Put in place a programme of activities to better engage with large and significant national and internationally known businesses who can contribute to the success of the city.	Sept. 2017 - Sept. 2018	Cllr Alex Ross-Shaw	Skills Jobs Economy Strategic Director Place
2.2	Council is better focused on the partnerships and relationships that are most important in achieving the Council's vision.	Further develop our approach to co-design of services opportunities, especially with the Police and Health.	March 2020	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
2.3	Our approach to co-design of services opportunities with VCS and police and health are further developed.	Put in place mechanisms to ensure closer partnership working and operational activity on Shared Spaces..	March 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place
2.4	Work specifically with our Health Partners on place shaping through the new narrative	Develop opportunities to integrate service delivery with partners to support people, families, and communities.	Sept. 2017	Cllr Val Slater	Better health better lives Strategic Director Health and Wellbeing

		Develop stronger relationships with health partners through existing and new working arrangements to utilise, share and review commissioning intentions.	Sept. 2017	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
		Streamline health engagement and develop stronger relationships with health partners.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
		Work within the provider alliances to develop our approach towards integration around people, maximising the potential to strengthen the delivery of services at locality level and in key areas across the District.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
		Connect up and strengthen 24 hour support services for citizens of Bradford District.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
2.5	Strengthened corporate data analytics informing intelligence led decision making.	Further develop data analytics IT systems, e.g. the use of PowerBi, and establish shared data hubs with key partners.	March 2018	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
<b>LGA Recommendation 3. Use of 'People Can' approach in a more systematic way</b>					
3.1	<i>People Can</i> approach is further integrated into service provision and future service design.	<i>People Can</i> approach rolled out across departments and partners through the work of the five outcome boards.	Ongoing to 2020 and currently being communicated to all.	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Identify areas where the <i>People Can</i> approach will help reduce demand on services with an aim to systematically reduce demand on council resources.	March 2018	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
3.2	The <i>People Can</i> model encompasses the business community.	Further develop the <i>People Can</i> approach to encompass the business community linked to the delivery of the Business Covenant.	Aug. 2017 - 2020	Cllr Val Slater	Great start and good schools Strategic Director Children's Services
3.3	Focus on <i>People Can</i> for all young people and adults, whatever their individual challenges or age.	Implementation of the Home First Vision.	March 2018	Cllr Val Slater	Better health, better lives Strategic Director Health and Wellbeing
3.4	Improved awareness of <i>People Can</i> through the use of technology and improved participation.	Develop the <i>People Can</i> website to drive involvement and take-up.	Dec-17	Cllr Susan Hinchcliffe	Well Run Council Chief Executive
		Develop online sharing and project development platform e.g. Comoodle.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Increase the number of people participating in community life/volunteering by 10% by 2020.	March 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place
3.5	Success of our communities celebrated through the use of awards e.g. Community Stars.	Continue to develop <i>People Can</i> , celebrate success through Community Stars.	March 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place
3.6	Improvements made to neighbourhoods and businesses through ward planning as a result of delivery of actions and projects.  Citizens and partners recognise that they can identify issues at a locality level and influence change.	Ward plans in place that reflect the Council's ambition and incorporate the <i>People Can</i> approach.	Ongoing to 2020	Cllr Abdul Jabar	Safe, Clean and Active Strategic Director Place

3.7	Bradford education Covenant reinforces a <i>People Can</i> mind set in staff and the public.	<i>People Can</i> approach included in the Bradford Education Covenant.	March 2018	Cllr Imran Khan	Great start and good schools  Strategic Director Children's Services
<b>LGA Recommendation 4. Make best use of newly appointed Strategic Director Roles</b>					
4.1	Strengthen corporate oversight.	The post of Strategic Director for Corporate Services is now in place, and is an established member of the corporate management team and integral to key decision making groups.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council  Chief Executive
<b>LGA Recommendation 5. More robust financial accountability and allocation of resources within the Medium Term Financial Strategy (MTFS).</b>					
5.1	Outcomes based budgeting better linked to current financial challenges.	The Corporate Plan Delivery Board (CPDB) will take overall responsibility for ensuring the programme of budget actions derived from the outcome based budgeting process is controlled and implemented.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council  Strategic Director Corporate Services
		Regular reports to the Executive, Corporate Overview and Scrutiny, Corporate Management Team and service managers that flag issues at an early stage.	Ongoing to 2020	Cllr Susan Hinchcliffe	Well Run Council  Strategic Director Corporate Services
		Introduce a series of "Star Chambers" chaired by the Leader of the Council to challenge Strategic Directors where there are signs that savings are at risk of not being met.	Ongoing to 2020	Cllr Susan Hinchcliffe	Well Run Council  Chief Executive
5.2	The transformation fund aligned to 'big change' projects ensuring appropriate capacity for these projects.	Review level of transformation funding and how it will be deployed to deliver change.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council  Chief Executive
5.3	Programme management arrangements strengthened to ensure linkages, sequencing, and interdependencies between projects are clear.	Establish Corporate Programme Management Team.	Oct. 2017	Cllr Susan Hinchcliffe	Well Run Council  Chief Executive
5.4	Diversifying sources of funding.	Establish funding group.	Ongoing to March 2018	Cllr Susan Hinchcliffe	Well Run Council  Chief Executive
		Undertake assessment of what untapped funding sources exist which support Council priorities.	Ongoing to March 2018	Cllr Susan Hinchcliffe	Well Run Council  Strategic Director Corporate Services
		Set Plan of funding acquisition, evaluate its success and monitor its impact.	Ongoing to March 2018	Cllr Susan Hinchcliffe	Well Run Council  Strategic Director Corporate Services
5.5	Investment in assets to generate surplus revenues.	Introduce quarterly reviews of investments and investment pipeline to include case for investment outside Bradford District and investment in wider property portfolio through investment funds.	<b>Completed</b>  Process in place and quarterly review undertaken.	Cllr Susan Hinchcliffe	Well Run Council  Strategic Director Corporate Services
<b>LGA Recommendation 6. Accelerate a Team Bradford approach to using Apprenticeships</b>					
6.1	Accelerate the approach to using apprenticeships to help as a driver for new ideas, future leadership and making the Council more representative of the communities it serves.	Design and implement a Council wide plan for how the organisation will offer up to 500 apprenticeships and traineeship opportunities per year.	Aug. 2017 - 2020	Cllr Susan Hinchcliffe	Well Run Council  Strategic Director Corporate Services

		Develop and implement a district wide approach to apprenticeship opportunities that cross two or more organisations.	Aug. 2017 - 2021	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Establish career progression opportunities for apprentices.	March 2018	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
6.2	Increase apprenticeships in Social Care.	Jointly work and support providers of Adult Social Care (including support services) to offer apprenticeships within the Council and with partners.	March 2018	Cllr Val Slater	Better health, better lives  Strategic Director Health and Wellbeing
6.3	Increased use of apprenticeships in Children's Services.	Increased usage of 'apprenticeships' making full use of the reclaimed funding from the 'levy'.	March 2020	Cllr Imran Khan	Great start and good schools  Strategic Director Children's Services
<b>LGA Recommendation 7. Review Re-deployment Policy as part of an overall workforce strategy</b>					
7.1	Employment and redeployment policies reviewed as part of the workforce strategy.	Accelerate plans to review our approach to redeployment.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Audit of staff skills, commitments and contributions outside work to be undertaken.	Dec-17	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
		Workforce Development Programme regularly reviewed to reflect the needs of existing staff as well as assessing the skills, knowledge and capacity gaps.	Reviewed annually - next review June 2018.	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
7.2	Appeals process reviewed as part of the workforce strategy.	Enhanced training programme for Appeals Panels' members provided. Composition of Appeals Panels reviewed. Consider establishment of officer only panels.	Jun-18	Cllr Susan Hinchcliffe	Well Run Council Strategic Director Corporate Services
<b>LGA Recommendation 8. Pick one brand for the council</b>					
8.1	Single logo for the council.	Use the civic crest consistently as our brand.	<b>Completed</b>	Cllr Susan Hinchcliffe	Well Run Council Chief Executive



## Report of the Strategic Director Corporate Services to the meeting of Corporate Overview & Scrutiny Committee to be held on 28 September 2017

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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  
Strategic Director Corporate Services

**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 reforms.

## 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 as Government makes progress towards establishing a system that 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 VOA completed a revaluation of all Non Domestic properties and the new rateable values, based on rental values at 1 April 2015, became effective from 1 April 2017. A requirement of the 2017 revaluation was that it be fiscally neutral at a national level; but the revaluation does affect the amount of business rates many businesses across the Bradford District have to pay.
- 2.6. 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.
- 2.7. 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.

- 2.8. 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
- 2.9. 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 that require payment in 2017/18.
- 2.10. 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 and the amount to be collected in 2017/18.

	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%
2017/18	£145,103	N/A	N/A

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 total arrears for all years, as at 31 March 2017, is £10m. This has reduced to £7.6m at the end of August. 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.

- 3.4. Whilst many businesses pay their rates as stated on their bill, some do not for a variety of reasons. Some 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 has not affected the overall amount of income the Council derives from business rates, but it does 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 £388.6m to £393.6m; a 1.3% increase. This is the highest increase in West Yorkshire as shown in Appendix 3; which also shows how various sectors in the District have been affected by the revaluation.
- 3.11. The Government has set the standard multiplier at 47.9p and the small business multiplier at 46.6p for 2017/18. These multipliers limit the increase in business rate income nationally 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 nationally, Bradford will receive additional top up grant from central government.

- 3.12. 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.
- 3.13. The government has introduced schemes to mitigate the adverse impact, and limit the extent of any beneficial changes, arising from the revaluation.
- **Transitional Support** - This ensures that no business sees a significant change in their liability, a scheme of upwards and downwards caps have been introduced. Analysis of the scheme, and its implications for small, medium and large businesses, is provided in Appendix 4.
  - **Support for Pubs** – this provides a £1,000 discount in 2017/18 for properties with a rateable value under £100,000. 186 pubs have benefited from this relief
  - **Discretionary Rate Relief Scheme** – Eligible rate payers receive 50% of the increase in their business rates due to the revaluation. This is a locally defined scheme, approved by Executive in June, and was developed with other authorities to provide a consistent approach across West Yorkshire. Detail of the scheme, together with some FAQ's about it, is provided in Appendix 5
  - **Supporting Small Businesses** – A small number of ratepayers will lose some or all of their Small Business Rate relief or Rural Rate Relief and will be supported by up to £50 per month.

## **FUTURE FUNDING OF LOCAL GOVERNMENT**

- 3.14. The intention to move to 100% business rates retention has been widely publicised. A Local Government Finance Bill was not included in the Queen's speech which has created uncertainty about the timetable for its introduction. However, some elements of the original plans could proceed without the need for primary legislation.
- 3.15. 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 and is currently focused on a fundamental review of the relative need of local authorities
- 3.16. The Government have restated their commitment to 100% retention, although no further details have emerged



## OTHER MATTERS

### Business Improvement Districts (BID)

- 3.17. This is a process where the 'business community' in a particular area form a company and agree to raise additional revenue by way of a supplement on the business rates to enable them to provide 'services' that will enhance / promote the businesses in the area.
- 3.18. A BID will run for a period of 5 years once it is approved by the majority of business in that area. The Council collects the supplement and the income is provided to the BID Company.
- 3.19. There is only one BID in the District, in Keighley BID but other discussions are on going within the business community about other BID's within the District.

## 4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The Council collected 95.73% of the business rates due in 2016-17; collection of arrears will continue. The total amount of business rate arrears for all years at 31 March 2017 was £10m. At the end of August 2017, this had reduced by £2.4m to £7.6m
- 4.2. Whilst the collection of business rates is important, increasing the actual number and value of business property has a greater bearing on Bradford's finances.
- 4.3. 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 as some refunds were backdated by as much as ten years. This deficit was taken into account during the 2016-17 Council's Budget process.
- 4.4. Following the adjustment for the increase in rateable values, the multiplier will also increase by 1.8% in the 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 determined.



## **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, Transitional Relief Scheme
- Appendix 5, Local West Yorkshire Business Rates Revaluation 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 £70.00.

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.

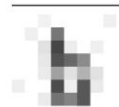
## **Insolvency or committal proceedings**

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 £290.00 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 - £m	2017 RV - £m	% Change
Bradford	388.6	393.6	1.3
Leeds	917.2	904.1	-1.4
Kirklees	280.0	283.4	1.2
Wakefield	308.5	308.7	0.1
Calderdale	157.3	157.4	0.1
<b>West Yorkshire</b>	<b>2,051.6</b>	<b>2,047.2</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>



## 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.

<b>Transitional Arrangements 2017 revaluation (before inflation) funded by 3 caps on reductions</b>						
	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. 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



## Local West Yorkshire Business Rates Revaluation Relief Scheme

West Yorkshire councils have agreed to award an additional amount of rate relief to those smaller organisations that are facing an increase in the business rates they have to pay because of the revaluation. Initially for one year from 1 April 2017, but may be extended further

The Government have made it clear that any relief awarded should only support smaller ratepayers who are facing an increase in their bills following the 2017 revaluation

### **West Yorkshire Scheme Design Principles**

Administration of this scheme will be difficult so keeping the scheme simple will minimise the burden, whilst also making it easy to understand for ratepayers

- There is a national transitional relief scheme which already provides some protection for ratepayers having increases in rates payable depending on the size of their property. Three bands are used to do this, small, medium and large
- It is proposed to allow relief to those in the small and medium bands as most properties are in these 2 bands, and on the basis that business with large properties may be better placed to absorb the steep rise in rates.
- It also matches the Governments ambition that relief is only available to smaller ratepayers
- All national, statutory reliefs and exemptions will be applied before any calculation for Discretionary Rate Relief can be considered.
- ALL other relief schemes recently announced, additional small business relief and public house relief should be deducted, before applying the % reduction. This will maximise the funding available to each Council.

### **The Local Scheme**

- In 2017/18, the scheme will award all eligible ratepayers 50% of the increase in rates due to the revaluation from 2016 to 2017.
- Properties that are empty will not be eligible as they do not add to the prosperity of the Region.
- Legislation prevents the award of any relief to properties occupied by Local or Precepting Authorities (such as the police or fire services) and hence, are likewise ineligible.
- Finally, no relief can be awarded if it would mean an organisation exceeds the state aid de-minimus level (currently €200,000 over 3 years)

It is intended that the relief will follow the property, ie new business will receive relief if they take on a qualifying property part way through the year. Relief will also be adjusted if the amount payable changes.

No Council intends to award more than the maximum grant from the Government



## **West Yorkshire Business Rates Revaluation Relief Scheme – FAQ's**

### ***Q. Why is the local West Yorkshire Revaluation Relief scheme only for small and medium RV properties?***

- Councils are looking for a simple scheme that is easy to administer
- The WY scheme mirrors the existing TR statutory thresholds for small and medium properties.
- This means that relief will be available to those with a rateable value of up to £100,000
- The criteria matches the Governments ambition that relief is only available to smaller sized ratepayers (This assumes that business with large properties may be better placed to absorb the existing rise in rates without additional support.)

### ***Q. How will different funding levels be dealt with each year?***

- The % awarded across WY Councils (in year 1) should be the same or very similar based on the agreed criteria and design principles.
- The WY Councils (in year 1) are all seeking to award 50% of any rise in business rates following the award of all other reductions and reliefs, i.e TR, Pubs, SBR etc.
- All WY Councils reserve the right to amend this % awarded (in year; and at for each new financial year) based on any additional information, the level of grant funding and/ or legislative guidance.

### ***Q. Are any properties specifically excluded from the WY scheme?***

- State schools and other Council buildings are excluded due to section 47 of the of the Local Government Act 1988
- Police and Fire authority premises are also excluded under section 47 of the of the Local Government Act 1988
- Empty properties are excluded from the WY scheme, therefore relief can only be awarded if the property is occupied and trading
- Large RV properties as defined by the existing national TR scheme are excluded.
- Multi-National companies have been excluded due to the State Aid restrictions.

### ***Q Will the relief end if the occupier changes in a property?***

- The relief would follow a property, i.e. new occupiers would also receive the relief up to 31 March

### ***Q. Will business rate accounts be adjusted after the relief is awarded if there is a change in circumstances? (i.e. backdate RV reductions, additional relief awarded, or property vacated etc.)***

- Yes the business rate charge will be amended due to any changes in circumstances where it would affect the level of relief awarded. The effective date would be the date of change.

### ***Q. Can awards be made for the same company with more than one property?***

- Yes, the proposal is to award a set % for all increases in Rates after all reductions and reliefs have been awarded.



- It is not the intention to make any award to those that will be affected by the state-aid provisions. However, if an award is made, then the organisation is responsible for notifying the WY Councils to this effect.

**Q. What will happen if we don't spent or use up all of the proposed funding?**

- The government have not confirmed if underspends will have to be re-paid or if they can be moved between years. This will therefore be determined later in the year.







## **Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 28 September 2017**

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### **Subject:**

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

### **Summary statement:**

**This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18.**

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Cllr Arshad Hussain  
Chair – Corporate Overview and Scrutiny  
Committee

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### **Portfolio:**

**Corporate.  
Safer and Stronger Communities**

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

**Corporate**

## **1. SUMMARY**

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18, which is attached as appendix 1 to this report.

## **2. BACKGROUND**

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

## **3. OTHER CONSIDERATIONS**

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

- 3.2 The remit of this Committee also includes:

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

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

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

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

- 4.1 Maintaining and Overview of the Councils Financial position, is a key area of work for the Corporate Overview and Scrutiny Committee.

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

- 5.1 Risk Management is regularly scrutinised by this Committee.

## **6. LEGAL APPRAISAL**

6.1 None.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

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

### **7.2 SUSTAINABILITY IMPLICATIONS**

None.

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

None.

### **7.4 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.

### **7.5 HUMAN RIGHTS ACT**

None.

### **7.6 TRADE UNION**

None.

### **7.7 WARD IMPLICATIONS**

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

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

None.

## **9. 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.

## **10. RECOMMENDATIONS**

- 9.1 That members consider and comment on the areas of work included in the work programme.
- 9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

## **11. APPENDICES**

Appendix One – 2017-18 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

## **12. BACKGROUND DOCUMENTS**

Council Constitution.

# Democratic Services - Overview and Scrutiny

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 19th July 2017 at City Hall, Bradford.</b>			
Chair's briefing 28/06/2017. Report deadline 06/07/2017.			
1) Annual Finance and Performance Outturn Report 2016-17.		Stuart Mckinnon-Evans/Andrew Cross/Dave Preston.	
2) Medium Term Financial Strategy.		Stuart Mckinnon-Evans/Tom Caselton.	
3) First Quarter Financial Position Statement.		Stuart Mckinnon-Evans/Andrew Cross.	
4) Council Tax Reduction Scheme.	Report to include further options for the development and delivery of future Council Tax Support.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
5) DRAFT 2017-18 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt.	
<b>Tuesday, 8th August 2017 at City Hall, Bradford.</b>			
Report deadline 28/07/2017.			
1) Council Tax Reduction Scheme.	Proposals for the new scheme.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommednation from Wednesday 19 July 2017.
<b>Thursday, 28th September 2017 at City Hall, Bradford.</b>			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
1) Prevent Action Plan for the District.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommednation from Wednesday 12 August 2016.
2) LGA Peer Review.	Key Findings and recommendations.	Kate McNicholas David Greenwood.	
3) Business Rates.		Martin Stubbs.	

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Thursday, 28th September 2017 at City Hall, Bradford.</b>			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 26th October 2017 at City Hall, Bradford.</b>			
Chair's briefing 04/10/2017. Report deadline 12/10/2017.			
1) Review of the Councils response to the December 2015 Floods.		John Major.	
2) Water Management Scrutiny Review.	Key Findings and Recommendations. Progress update, with a specific focus on service areas where sickness levels are significantly high such as Children's Services, Health and Wellbeing and Environment & Sport.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
3) Council Wide Managing Attendance.		Sue Dunkley/Michelle Moverley.	
4) Talent Management: A Workforce Development Programme for Bradford Council.		Sue Dunkley/Tina Lafferty.	
5) Equality Objectives.	Progress against the Equality Objectives.	Kathryn Jones.	
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 23rd November 2017 at City Hall, Bradford.</b>			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
1) Mid Year Finance and Performance Outturn Report.		Stuart McKinnon-Evans/Dave Preston.	
3) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.		Mark Griffin.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 October 2016.

# Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda	Description	Report	Comments
<b>Thursday, 23rd November 2017 at City Hall, Bradford.</b>			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
4) Families First.	Report to focus on actual outcomes for families on the programme and the cost benefit analysis for Bradford's Families First Programme.	Martyn Stenton/Mark Anlsow.	Corporate Overview & Scrutiny recommendation from Thursday 11 August 2016. Further updates after 10 October 2017 Executive.
5) Work Planning.	There is a need to regularlay review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 21st December 2017 at City Hall, Bradford.</b>			
Chair's briefing 29/11/2017. Report deadline 07/12/2017.			
1) Bradford District Partnership.	Annulal report, which also provides a breakdown of the costs associated with the work of the Partnership.	Alison Milner/Kate McNicholas.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 14 December 2016.
2) Safer & Stronger Communitis Plan.		Ian Day/Rebecca Trueman.	
3) Hate Crime.	Update and baseline information for Bradford, in comparison with other authorities.	Ian Day.	Request from Chair.
4) Community Cohesion.	Update on projects undertaken in the last 12 months, with key outcomes.	Ian Day.	Request for Corporate O&S Chair.
5) Work Planning.	There is a need to regularly review the work programme, in order to pioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 25th January 2018 at City Hall, Bradford.</b>			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
1) Risk Management across the Council.	Progress report.	Stuart McKinnon-Evans/Mark St Romaine.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 11 January 2017.
2) The impact of leaving the European Union on the Bradford District.	Further report be presented within two months of Article 50 of the Treaty of Lisobon being triggered.	Kate McNicohlas/John Ohare.	Corporate Overview & Scrutiny Committee recommendation from Thursday 6 October 2016.

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Thursday, 25th January 2018 at City Hall, Bradford.</b>			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
3) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 21st February 2018 at City Hall, Bradford.</b>			
Chair's briefing 31/01/2018. Report deadline 08/02/2018.			
1) Poverty Scrutiny Review.	Proverty Strategy be presented, which also includes quantifiable data that analyses the impact of activities that are being undertaken as part of the Strategy.	Martin Stubbs/Helen Johnstone/Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
2) Discretionary Housing Payments.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommednation from Thursday 2 February 2017.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 22nd March 2018 at City Hall, Bradford.</b>			
Chair's briefing 28/02/2018. Report deadline 08/03/2018.			
1) The impact of funding of the Pension Fund on the Council's budgets.		Rodney Barton/Stuart Mckinnon-Evans.	
2) Progress against the Flooding Scrutiny Review recommendations.	To also include progress against the Flooding Resliance Action Plan.	Steve Hartley.	Corporate Overview & Scrutiny Committee recommendaion from Thursday 29 September 2016.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	



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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 19th April 2018 at City Hall, Bradford.</b> Chair's briefing 28/03/2018. Report deadline 05/04/2018.			
1) Estates Update.	To include Estates, Investment and Property Programme.	Ben Middleton/Steph Moore.	Corporate Overview and Scrutiny Recommendation from Thursday 1 December 2016.
2) Councils' IT Digital Strategy.		David Cawthray.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 29 June 2016.
3) Council Tax Collection. 4) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt. Mustansir Butt.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

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# Democratic Services - Overview and Scrutiny Scrutiny Committees Forward Plan Unscheduled Items

## Corporate O&S Committee

Agenda item	Item description	Author	Management
1	Action Planning from the Joint Review - (Domestic Violence).	Jenny Cryer.	
2	Industrial Services Updates. Quarterly Updates to members.	Ben Middleton/Peter Keeley/Paul Egan.	
3	Policing in the District. Information on progress to be circulated to members.	Ian Day.	
4	To consider the internal finance options for the Council's Commercial Services.		
5	Verbal update from Bradfords representatives on the West Yorkshire Police and Crime Panel.	Cllr Tariq Hussain/Cllr Steve Pullen/Cllr Adrian Mallinson.	
6	Third Quarter Financial Position Statement.	Stuart Mckinnon-Evans.	

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