



# **Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 22 March 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford**

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## **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:**

Michael Bowness  
Interim 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 21 February 2018 be signed as a correct record (previously circulated).**

(Yusuf Patel - 01274 434579)

### 4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel - 01274 434579)

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

No referrals have been made to this Committee up to and including the date of publication of this agenda.

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

### 6. PROGRESS REPORT ON THE PREVENT STRATEGY IN THE BRADFORD DISTRICT

1 - 48

The Strategic Director Place will submit a report (**Document “A1”**) which outlines the approach taken to delivering the Government’s Prevent Strategy in Bradford District since Prevent became a statutory requirement in July 2015 and responds to the recommendations made at the Corporate Overview & Scrutiny Committee on 28th September 2017.

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

(Ian Day - 01274 433507)

**7. WORKFORCE DIVERSITY**

**49 - 70**

Following the Bradford Council's Equality Objectives Progress Report to Corporate Overview and Scrutiny on 26th October 2017, Members requested a report detailing the actions that the Council is taking to improve workforce diversity.

The Interim Human Resources Director will submit a report (**Document “AJ”**) which highlights the actions, and the progress made to date.

**Recommended –**

**Members are asked to note the progress made to date on improving workforce diversity.**

(Simon Jenkins - 01274 437883)

**8. SCRUTINY REVIEW INTO MANAGING ATTENDANCE ACROSS BRADFORD COUNCIL - DRAFT TERMS OF REFERENCE**

**71 - 78**

The Chair of the Corporate Overview and Scrutiny Committee will present a report (**Document “AK”**) which presents the DRAFT Terms of Reference for the Scrutiny Review of Managing Attendance across Bradford Council.

**Recommended –**

**That the committee adopts the DRAFT Terms of Reference.**

(Mustansir Butt - 01274 432574)

**9. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2017/18** 79 - 90

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “AL”**) 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 22nd March 2018.**

**AI**

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### **Subject:**

**Progress Report on the Prevent Strategy in the Bradford District**

### **Summary statement:**

This report outlines the approach taken to delivering the Government's Prevent Strategy in Bradford District since Prevent became a statutory requirement in July 2015 and responds to the recommendations made at the Corporate Overview & Scrutiny Committee on 28<sup>th</sup> September 2017

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Steve Hartley  
Strategic Director – Place

Report Contact: Ian Day  
Phone: (01274) 433507  
E-mail: [ian.day@bradford.gov.uk](mailto:ian.day@bradford.gov.uk)

### **Portfolio:**

**Safer and Stronger Communities**

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

**Corporate**

## 1. **SUMMARY**

This report outlines the approach taken to delivering the Government's Prevent Strategy in Bradford District since Prevent became a statutory requirement in July 2015 and responds to the recommendations made at the Corporate Overview & Scrutiny Committee on 28<sup>th</sup> September 2017.

## 2. **BACKGROUND**

2.1 A report on delivering Prevent in the District was presented to Corporate Overview and Scrutiny Committee on 28th September 2017. Committee requested a further report to be presented in six months' time highlighting the following issues:

- That this Committee seeks clarification on the reporting of progress against Bradford's Prevent Action Plans.
- That this Committee requests that all future Prevent reports contain a breakdown of grants that are made available for Bradford's Prevent Programme.
- That this Committee requests that training in relation to the Prevent Programme be presented to all the political groups.

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

2.2.1 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 5300 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 5376 people, including many young people, to help build awareness and resilience to the different extremist narratives.

2.2.2 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.

2.2.3 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.

2.2.4 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.

2.2.5 The number of Prevent referrals nationally is very small compared to other forms of safeguarding. In 2015/16 7,631 individuals were referred to Prevent whereas 621,470 children were referred to social services in the same period. Of these 35.3% resulted in no further action before or after assessment, similarly 36% of Prevent referrals required no further action.

2.2.6 Channel addresses all forms of terrorism, including Islamist and far right wing. Just over a quarter of all people supported in 2015/16 were the result of far right concerns.

### **3.0 Other Considerations**

#### **3.1 Prevent Action Plan**

3.11 Following the Corporate Overview and Scrutiny Committee on 28 September 2017, Bradford Council has worked alongside colleagues from the Home Office and other Councils to review and compare our approach to Prevent Delivery.

3.12 Following the review of approach it has been decided to amalgamate current Prevent Plans into a single document with its own performance management framework. This work is in progress with the support of Bradford Division Police colleagues and it is expected that the new plans will be approved in April 2018.

3.13 Work has also taken place to respond to the recommendations made by Corporate Overview and Scrutiny Committee.

#### **3.2 Elected Member Training**

3.2.1 The issue of extremism, and how best to prevent it, is a complex, emotive, and highly debated one. The engagement and support of elected members is essential.

3.2.2 Following The recommendation of Corporate Overview & Scrutiny Committee a Prevent training event for members was held in December 2017. This was supported by a senior team from the Home Office. The training session was attended by 22 councillors.

3.2.3 Following the success of the training session and in response to the Scrutiny recommendations a further elected member development session will be held in June, after the local elections, and annually thereafter. All councillors will be invited to these training events.

#### **3.3 Prevent Projects and Grant Funding**

3.3.1 Funding is provided by the Home Office to deliver local projects which contribute to local priorities that help minimise the risk of vulnerable individuals being drawn into terrorism

3.3.2 Key risk areas are identified by the North East Counter Terrorism Unit and projects

developed which will contribute towards mitigating this risk. The focus has been strongly on education and in engaging communities to help build confidence in support mechanisms available. A list of projects and the funding provided is situated at Appendix Two.

- 3.3.3 We have focused more energy on improving communications around Prevent so that more people are aware of the positive work being done. This has led to one of our projects receiving positive exposure on BBC Look North and Radio 4 Womens Hour. We will develop a Communications Strategy that will further promote more of the positive Prevent work being undertaken in the district

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

- 4.1 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 relevant posts including a Local Authority Prevent Co-ordinator and support for the delivery of Prevent work.
- 4.3 A Prevent Education Officer has been recruited and commenced post at the beginning of January 2018. This is also funded by central government through the Department of Education.
- 4.4 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. Funding provided by central government in 2017/18 enabled us to deliver seven local projects costing £142,080 (see appendix two)
- 4.5 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 three). 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.
- 5.4 It is now intended to establish stronger links between the CONTEST governance and the Council's Safer & Stronger Communities Partnership, where an annual report will also now be presented for consideration, in addition to Corporate Overview & Scrutiny Committee.

## **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.

- 6.2 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.

## **7.0 OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

- 7.1.1 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 whilst at all times ensuring that any actions are in line with equality and diversity policies.

## **7.2 SUSTAINABILITY IMPLICATIONS**

There are no sustainability implications apparent.

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no Greenhouse Gas implications apparent

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

- 7.4.1 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. Tackling the threat to community safety and harmony is central to Prevent delivery in the district.

It is now proposed that an annual report will be presented on the work of Prevent to the Safer & Stronger Communities 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. Prevent work, however, does

take place widely across the district, for example, through education programmes in schools.

Following the elected member training event, where some criticism was made about lack of awareness, we will ensure that all key partners, including ward councillors are notified of project work taking place in their wards before it takes place.

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

None

## **9. OPTIONS**

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

## **11. APPENDICES**

- 11.1 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*
- 11.2 Appendix Two – Prevent Projects delivered in 2017-18
- 11.3 Appendix Three – Bradford CONTEST Governance Chart

## **12. BACKGROUND DOCUMENTS**

- 12.1 Corporate Overview & Scrutiny Committee, 28 September 2017

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# Bradford District Prevent Plan 2017-19 – Local Authority

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>1. EFFECTIVE LEADERSHIP</b>			
Review CONTEST Governance arrangements in line with amendments to national policies	Bradford MDC/ West Yorkshire Police	Membership and terms of reference are appropriate and effective.  Partnership groups are aligning national policies with our local approach.	Sept/ Oct 2018
Strengthen CONTEST performance management to ensure effective leadership is provided to partners	Bradford MDC/ West Yorkshire Police	Effective leadership arrangements which builds resilience to the influence of terrorist narratives in the district.	Oct- Dec 2018
Review reporting/ responsibility arrangements to Adult and Children's Safeguarding Boards	Bradford MDC/ West Yorkshire Police	Safeguarding boards are clear as to their role Prevent delivery	Apr-Jun 2018
Prevent Team to be a point of contact for support and advice to all sectors and agencies to deliver to the Prevent Sector Plans	Bradford MDC	Support is available and accessible to all	Ongoing
Develop a training programme for members of Prevent/CONTEST groups in the District.	Bradford MDC	Operational and Strategic Leads are well informed to make effective decisions	Jan-Mar 2018
Identify operational Prevent leads across the District and provide a training and support programme	Bradford MDC/ West Yorkshire Police	More effective information and communication systems	Ongoing

Prevent report to elected members through Overview and Scrutiny Committee	Bradford MDC/ West Yorkshire Police	Transparency and accountability through existing democratic processes	Sept 2017 and March 2018
Training and engagement for key Council political groups	Bradford MDC	Local political awareness and buy-in	Achieved
Support the delivery of Channel and deliver a review which includes the experiences of those who have been supported by the process	Bradford MDC	Further improvements to the Channel process and development of support that meets the needs of individuals	Feb 2018

## Bradford District Prevent Plan

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>2. CAPABILITIES</b>			
Support a network of Prevent trainers across the District to deliver quality and appropriate safeguarding training	Bradford MDC	Appropriate training leads to good delivery of safeguarding and education work to undermine extremist hate narratives	Ongoing
Provide a training strategy that identifies appropriate training products and targets them effectively.	Bradford MDC	Strategic approach to training provide a more effective and targeted training support service	Oct-Dec 18
Provide a schedule of training to understand extreme ideologies, including far right extremism	Bradford MDC	Greater understanding and resilience to extremist hate narratives	July 18- Dec 18
Gap analysis on agency Prevent engagement	Bradford MDC	Delivery reaches all key areas	Jan-Mar 2019
Increased support to mental health sector to recognise and respond to issue of radicalisation and hate narratives	Bradford MDC	Greater understanding and support for those with mental health issues who become vulnerable to an extremist hate narrative	From Sept 2017



Current generic Safeguarding packages include recognising radicalisation and hate narratives as standard	Bradford MDC	Wider recognition of safeguarding role and where this sits alongside other safeguarding risks	Ongoing
Provide Prevent briefings to LA Tier 4 Managers and a further programme of WRAP for frontline staff	Bradford MDC	Increased referrals to Channel from Local Authority	Oct 17 – Oct 18
Utilise a range of existing social care mechanisms to protect children at risk.	Bradford MDC	Greater protection for children at risk.	Ongoing
Trigger plans are in place to manage the range of circumstances in which any returnees from a conflict zone may arrive in the District – especially so that children can be safeguarded.	Bradford MDC	Forward planning mitigates risk and ensures children are catered for in the most sensitive and effective way.	Achieved 2017

## Bradford District Prevent Plan

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>4. WORKING IN PARTNERSHIP</b>			
Develop a 'Community Engagement Strategy' to engage with groups and individuals who wish for dialogue around Prevent and related subjects – including the Prevent Community Reference Group	Bradford MDC	Any concerns from communities are taken into account. Communities understand how work to challenge extremist hate narratives is delivered. Prevent is understood better and misconceptions are minimised.	Jan-Feb 2018  Ongoing – programme of events to be agreed
Engage young people to educate and support challenge of hate narratives	Bradford MDC	Young people are more resilient to hate narratives and able to challenge.	From January 2018
Attend the Northern Prevent Network to share good practice and build cross boundary understanding especially with	Bradford MDC	Good practice is adapted and brought to the District and joint work with neighbours is developed.	Ongoing

immediate neighbours.			
Engage a range of partners to consider the nature of the on-line threat and develop a plan that tackles the key threats around online radicalisation.	Bradford MDC	As a district we are focusing more resource to online threat and are agile to its quickly evolving nature	From April 2018
<b>Local Project:</b> Empowering mothers with awareness on online grooming and radicalisation and giving them tools to take control of domestic internet access.	Bradford MDC	Families are supported and given the skills to help protect children	April 2017 – March 2018
<b>Local Project:</b> anti-radicalisation and extremism training with madrassa teachers and students.	Bradford MDC	Places of worship have a heightened sense of awareness around how extreme ideologies can target vulnerable people	April 2017 – March 2018
<b>Local Project:</b> Focusing on far right extremism using alternative narratives to undermine the rationale used by extremists to recruit and radicalise.	Bradford MDC	Communities have a heightened sense of awareness around how extreme ideologies can target vulnerable people	April 2017 – March 2018
<b>Local Project:</b> to deliver to groups of young people around resilience, social media grooming, and training for parents on internet safety. one to one support for referrals to mentor and build resilience against radicalisation	Bradford MDC	Work to support younger people is rooted in a community organisation. Trust and confidence in support processes is increased.	April 2017 – March 2018
<b>Local Project:</b> Delivered to primary schools these practical workshops are designed to engage students in a range of activities which encourage them to question prejudice, propaganda, and pre-conceptions.	Bradford MDC	Children in Key Stage one and two are more aware that we have more in common than that which divides us.	April 2017 – March 2018
<b>Local Project:</b> Mosque Management and Governance Training to support	Bradford MDC	Well run Mosques continue to be resilient to hate narratives and have	April 2017 – March 2018

policy development, provision of efficient services and management systems. This course will provide guidance on safeguarding, health and safety and raising quality standards.		measures in place to respond to all forms of extremism.	
<b>Local Project:</b> A residential based course for secondary school children. They explore effective messages to challenge prejudice constructively, counter extreme ideas and rhetoric, and promote alternative narratives. They develop skills, capacity and confidence to be critical thinkers.	Bradford MDC	The programme supports children to become leaders in their schools to promote cohesion and challenge all forms of hate.	April 2017 – March 2018
Link Prevent work to District Hate Crime Strategy and support work to challenge extremist hate narratives	Bradford MDC	Extremism is recognised as a hate crime and challenged as such	Sept 2017
Lead promotional work to raise awareness around safe giving to Charity. Support initiatives to promote charitable collecting/ giving in the regulated sector to UK registered charities	Bradford MDC	Communities have increased awareness and confident in key aspects of safe giving. Legal requirements and recommendations are communicated to charities locally.	Jan-Mar 2019
Review arrangements for use of Council facilities to ensure that venues are not being used to promote hatred or extremist viewpoints	Bradford MDC	Prevent / Safeguarding leads are assured that proportionate arrangements are in place to prevent the organisations resources from being used to support those who to promote hatred or extremist viewpoints	Jan-Mar 2018
Prepare and distribute guidance to Mosques and Islamic institutions should they be contacted by a far right group	Bradford MDC	Increased confidence from communities that they are being protected from extremists.	March 2018

Prepare a Prevent Communications Strategy	Bradford MDC	increase transparency around Prevent delivery and help build trust and confidence in the agenda.	Apr-Jun 2018
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## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>1. EFFECTIVE LEADERSHIP</b>			
1.1 In partnership with Local Authority to lead District CONTEST arrangements and ensure full partnership input	Superintendent Greenwood (WYP) / Ian Day (CBMDC)	To have effective strategic coordination for Prevent. Alignment in District Strategic approach Effective partnership.	Ongoing
1.2 Lead the risk assessment process and ensure partners are fully sighted on key risk issues	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Partnership actions respond directly to current risk. Response to changes in risk are fluent and prompt	Ongoing
1.3 Co-ordinate the delivery of the Channel programme	T/DI Yates / DS 334 Osmotherley (NECTU)	Individuals support needs are determined collectively and response is proportionate/ effective	Ongoing
1.4 Prevent is embedded into all aspects of policing including patrol, neighbourhood and safeguarding functions	Inspector Taylor / PS 6332 Taylor (WYP), DS 334 Osmotherley (NECTU)	Front line and other relevant Police staff are attuned to risks around extremism/terrorism	Ongoing
1.5 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes	T/DI Yates / DS 334 Osmotherley (NECTU) / Inspector Taylor / PS 6332 Taylor (WYP)	Concerns around radicalisation are supported via safeguarding mechanisms	Ongoing

## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>2. CAPABILITIES</b>			
2.1 Ensure all dedicated Prevent staff receive training and are up to date with national policy and practice	T/DI Yates / DS 334 Osmotherley (NECTU) / Inspector Taylor / PS 6332 Taylor (WYP)	Prevent staff have heightened awareness of risk and national policy and practice. Staff understand community perspectives and can relate to this.	Ongoing
2.2 Deliver a rolling programme of WRAP training to key staff	Michael Churley (CBMDC) / Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Staff are able to recognise, and respond proportionately to Prevent concerns	Ongoing
<b>3. WORKING IN PARTNERSHIP</b>			
3.1 Support partnership groups delivering the Prevent Plan in the District and ensure appropriate guidance is available	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Representation and accountability to ensure there is a coordinated District response for Prevent	Ongoing
3.2 Consider appropriate interventions, including the Channel programme, to support vulnerable individuals	Inspector Taylor (WYP) / PS 6332 Taylor (WYP) / T/DI Yates (NECTU) / DS 334 Osmotherley (NECTU)	Liaising with partners provides appropriate and effective interventions	Ongoing
3.3 Collate and analyse community tension reporting across the District	Inspector Taylor (WYP) / PC Lind (WYP)	Early response to curtail emerging tensions. Multi-agency response to key hate crimes and incidents.	Ongoing
3.4 Supporting local authority <i>Prevent</i> Coordinators in developing <i>Prevent</i> -related projects	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Prevent projects targeted at key areas of risk	Ongoing

## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<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, Hate Scrutiny Panels and Independent Advisory Group (IAG)	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Early identification of issues causing community tensions.  Engagement builds trust and confidence	Ongoing
3.6 Work with Charities Commission and Local Authority to tackle unregistered charity collections and to ensure charitable fundraising is done safely and reaches its intended recipients	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Legal requirements and recommendations are communicated to charities locally and more fundraising is channelled through UK registered charities	Ongoing
<b>4. RISK ASSESSMENT</b>			
4.1 Engage with individuals and groups with extremist ideologies and where appropriate attend /engage / disrupt extremist activities.	Superintendent Greenwood (WYP) / Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Deterrence of extremist activity. Relationship and trust building	Ongoing
4.2 Providing high visibility police presence at relevant events in public places	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Reassurance and engagement with communities	Ongoing

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	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Increased difficulty in accessing extremist material at public access points	Ongoing
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## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>4. RISK ASSESSMENT</b>			
4.4 Support training programmes that raise awareness of legal issues around accessing extremist material on-line and encourage reporting of extremist material	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	<p>Safeguards communities</p> <p>Build trust and confidence with communities</p> <p>Increases reporting of illegal websites</p>	Ongoing
4.5 Ensure organisations hosting external speakers are aware of responsibilities to have robust equal opportunities policies which challenge hate speech, racism and homophobia	Inspector Taylor (WYP) / PS 6332 Taylor (WYP) / DS 334 Osmotherley (NECTU)	Bradford District is an increasingly difficult place for extremist speakers to deliver speeches / lectures	Ongoing



## Bradford District Prevent Plan – Police

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>5. TEACHING AND LEARNING</b>			
5.1 Raise awareness of the likelihood of fighters/families/children returning from conflict zones in Syria / Iraq following the reduction of ISIS held territory	Inspector Taylor (WYP) / PS 6332 Taylor (WYP) / PC Ahmed (WYP) / Rachel Doyle (NECTU)	Heightened awareness of individuals/families returning from war zones back to the UK and agreed plans to be in place to deal with this eventuality	Ongoing
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	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Resources are targeted effectively and resilience work delivered in partnership with community organisations	Ongoing
5.3 Support communities at risk of being drawn into domestic extremism	Inspector Taylor (WYP) / PS 6332 Taylor (WYP)	Influence and reach of far right extremist groups is minimised	Ongoing
5.4 Recognise and respond to hate crime including Islamophobia and anti-Semitism	Inspector Taylor (WYP) / PS 6332 Taylor (WYP) / PC Vinnicombe (WYP)	Build trust and confidence with communities.	Ongoing
5.5 To raise awareness via engagement work and awareness training amongst partner groups and organisations	Inspector Taylor (WYP) / PS 6332 Taylor (WYP) PWA Inspectors (WYP)	A heightened awareness of partners regarding the threats from online extremism and an understanding of how to report any concerns for example using the Red Button	Ongoing

regarding online extremism		Campaign	
5.6 To raise awareness amongst front line Police Officers and Police staff in relation to XRW and other Prescribed organisations including the online threat to improve knowledge and awareness of Prevent Issues both Nationally and locally in Bradford.	Inspector Taylor (WYP) / PS 6332 Taylor (WYP) PWA Inspectors (WYP)	A heightened awareness of prevent issues amongst frontline officers and staff giving them confidence to recognise and report Prevent Issues.	Ongoing

# Bradford District Prevent Plan 2017-19 – Health

Activities	Lead Officer/Organisations	Expected Outcomes	Timescale
<b>1. LEADERSHIP</b>			
1.1 Maintain an up to date list of Prevent / Safeguarding leads across commissioned health providers.	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs.	-The CCG has contact details for Prevent Safeguarding leads within NHS Trusts, Independent Hospitals, larger independent health providers and GP Practices.  -The CCG utilises the contact list to circulate Prevent related information and useful documents.  -Contact details are readily available in order to contact named Prevent Leads where support is required in relation to individual Channel cases.	Completed – (Review List April 2018 and April 2019)
1.2 Identify and support Prevent leadership within independent health services to: <ul style="list-style-type: none"> <li>• People with learning disabilities</li> <li>• People with mental health problems</li> <li>• People with Autism.</li> </ul>	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	- Independent mental health and learning disability hospitals and community health services across the District, identify Prevent responsibility within its leadership team.  -Safeguarding / prevent leads are made aware of where to find information and support from a range of sources, including the CCG Safeguarding team, local health safeguarding group, Local Prevent Forum.	July 2018
1.3 NHS safeguarding teams provide assurance of periodic Prevent briefings	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	-Trust Board / Governing Body are up to date with: <ul style="list-style-type: none"> <li>• current threats, emerging themes</li> <li>• the organisations performance in</li> </ul>	July 2019

to Executive leadership teams within Health Trusts and CCGs.		<p>relation to Prevent related training and practice</p> <ul style="list-style-type: none"> <li>resources needed to support prevent related work within their organisation.</li> </ul>	

## Bradford District Prevent Plan – Health

Activities	Lead Officer / Organisations	Expected Outcomes	Timescale
<b>2. CAPABILITIES</b>			
2.1 Continue to monitor the delivery of Prevent training across the health economy, including compliance with WRAP for appropriate health staff.	<ul style="list-style-type: none"> <li>- NHS England.</li> <li>- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs</li> </ul>	<ul style="list-style-type: none"> <li>- NHS England and the CCG monitor roll out of WRAP and receive regular training compliance figures from NHS Trusts and larger independent providers.</li> <li>-Trainer support and mentorship is offered to Prevent / WRAP trainers.</li> <li>-Training resources are shared through the regional NHSE prevent network and Local Health safeguarding Group.</li> </ul>	Completed – in place
2.2 Ensure compliance with WRAP training requirements for NHS staff who work with people who may be at increased risk of being groomed for violent extremism. (in line with the NHS Prevent Training and Competencies Framework)	<ul style="list-style-type: none"> <li>- NHS England.</li> <li>- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs</li> </ul>	<p>Staff who provide psychological therapies / trauma work, have attended WRAP, know how to access specialist (prevent) advice and support and are able to consider threat and vulnerabilities when assessing risk.</p> <p>Staff who work with people who have autism, learning disabilities or mental health problems, have attended WRAP, know how to access specialist (prevent) advice and support and are able to consider threat and vulnerabilities when assessing risk.</p>	April 2018

2.3 Widen access to Prevent training and development for GPs and other practice staff.	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs.	GPs and practice staff have access to WRAP sessions delivered by the CCG  Prevent is included in safeguarding events targeted at GP and practice staff.	April 2018
2.4 Raise awareness of right-wing extremism amongst health staff.	- NHS England. - Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	Learning material relating to right-wing extremism is shared across the local network to support trainers.  Trainers ensure WRAP and relevant safeguarding training contains examples references to signs and iconography associated with right wing extremism.  Briefing relating to right wing extremism is widely circulated to staff across the health economy	December 2018
2.5 Gain assurance in relation to arrangements for monitoring staff and patient access / use of NHS internet for extremist material.	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	The CCG is assured that proportionate monitoring and restrictions are in place to identify and prevent staff, service users and visitors from accessing illegal material online.  IT staff are aware of Prevent related risks and know how to escalate and report concerns within the organisation and to multiagency partners.	December 2018
2.6 Ensure health PREVENT trainers are briefed regarding risks and vulnerabilities in relation to returnees from war	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	Trainers are aware of the context of returnees from Syria, including possible routes, security processes, likely trauma and potential risks.  Trainers have a template script relating	April 2018

zones.		to returnees for inclusion in safeguarding and prevent training.	
2.7 Provide briefing to GPs regarding risks and vulnerabilities in relation to returnees from war zones.	Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	GPs are aware of the context of returnees from Syria, including possible routes, security processes, likely trauma, potential risks and how returnees might present to practices.  GPs are aware of the local and nationally Commissioned support available, including psychological support for returnees.	April 2018
2.8 Explore implications of returnees with local mental health services.	-Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	Mental health Prevent leads and service managers (CAMHS and Adult Mental Health) are aware of the issues relating to returnees and have considered the implications and capabilities within their services, particularly in relation to psychological trauma work.	July 2018
2.9 Ensure organisations training needs analysis consider access to NHS England E-learning for mental health workers, to complement existing WRAP provision.	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs	Improved understanding of ideologies within mental health services.  Mental Health staff requiring level 3 Prevent Training have access to a range of appropriate learning and development resources exploring radicalisation within the context of mental health practice.	July 2018

## Bradford District Prevent Plan – Health

Activities	Lead Officer / Organisations	Expected Outcomes	Timescale
<b>3. WORKING IN PARTNERSHIP</b>			

3.1 Raise awareness of revised local referral mechanisms for Prevent concerns.	-All health commissioners and provider organisations.	Local referral mechanisms for Prevent concerns are clearly shared through WRAP and safeguarding training.  Organisational safeguarding / prevent policies include local referral mechanisms.  Local Prevent referral mechanisms are disseminated through briefings and staff communications.	April 2018
3.2. Review arrangements for use of NHS facilities to ensure that venues are not being used to promote hatred or extremist viewpoints.	- Bradford City, Bradford District and Airedale, Wharfedale and Craven CCGs - All health commissioners and provider organisations.	Prevent / Safeguarding leads are assured that proportionate arrangements are in place to prevent the organisations resources from being used to support those who to promote hatred or extremist viewpoints	December 2018

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# Bradford District Prevent Plan 2017-19 – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>1. LEADERSHIP</b>			
1.1 A designated Prevent lead officer to provide advice and guidance to schools and BMDC Children's Services	Children's Services	To have a single point of Education and Schools Effective partnership and accountability	Achieved
1.2 Schools and BMDC Children's Services senior management represented in CONTEST Gold and Silver group	Children's Services Access and Inclusion Diversity and Cohesion Service	To have effective coordination for Prevent Alignment with District Strategic approach	Achieved
1.3 Schools Senior Leadership teams and Governors are aware of Prevent Duty and it's objectives	Head Teacher/Safeguarding Lead and Governors	Understanding and support for work to reduce extremism across the District's Schools	Ongoing and specific event for Safeguarding Leads March 2018
1.4 Prevent Safeguarding responsibilities have been embedded within the appropriate Safeguarding processes	Children's Services Schools	Concerns around radicalisation are reported and dealt with effectively	Ongoing – review July 2018
1.5 Provide a strategic overview of Prevent activity in schools	BMDC Children's Services	Tracking of support to schools so that resources are targeted effectively	Feb/March 2018

# Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<b>2. CAPABILITIES</b>			
2.1 Children's Services to provide trained staff to deliver Workshop to Raise Awareness of Prevent (WRAP) across the sector	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	Ongoing – review December 2017
2.2 Facilitate 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	Apr 2018 – Mar 2019
<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	Ongoing
3.2 Education Prevent Lead to ensure Schools Safeguarding teams 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	Feb/Mar 2018
3.3 To raise awareness of Prevent with Supplementary Schools	BMDC Children's Services Diversity and Cohesion	WRAP training offered to all supplementary schools	Supplementary School Prevent project - April 2017
Engage with the Independent School sector to support with discharging the Prevent duty	BMDC Children's Services Education safeguarding Hub	Effective advice, guidance and support is available to the independent school sector	From January 2018

# Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<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	Jan- Mar 2018
4.2 To develop a school risk assessment form	BMDC Children's Services Diversity and Cohesion	Potential risks minimised	Apr-Jun 2018
Take measures to identify un-registered schools	BMDC Children's Services Education Safeguarding Hub	Young people are less at risk from a range of safeguarding risks	July 2018
Work with the Education Safeguarding Hub to minimise Prevent risk around children missing from education and those being home educated	BMDC Children's Services Multi-agency education safeguarding team.	Increased engagement and risk management of children who are being home educated. More effective partnership to identify children who are missing from education	Mar 2018
<b>5. TEACHING AND LEARNING</b>			
5.1 Facilitate 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 (for example utilising the 'Educate Against Hate' website	BMDC Children's Services Diversity and Cohesion	To support schools to design and deliver approaches which provide young people with resilience to extremist ideology	Prevent Education Officer (PEO) commences Jan 2018
5.2 Develop teacher training programmes which provides staff with the knowledge and	BMDC Children's Services Diversity and Cohesion	Schools confident in addressing radicalisation and extremism issues	Ongoing - Prevent project and support work from PEO

confidence to work with students on challenging and controversial issues			
5.3 To set up Prevent sub-group for Education and Schools Sector	To include: Primary, secondary universal provision Specialist Provision Independent schools	A considered approach to this work provides the most effective provision and support for both teachers and students	April 2018

# Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<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	Feb 2018
5.5 Support the 'Solutions not Sides' programme to help build understanding of the Israeli/Palestinian conflict.	Linking Network BMDC Children's Services Diversity and Cohesion	First hand knowledge of the Israeli/Palestinian conflict builds understanding and the desire for a peaceful solution	Two 'tours' : Nov 2017 Jan 2018
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	From Sept 2017
5.6 Cyber Safety – promote engagement with CPD and education programmes offered by the innovation hub.	Innovation Hub West Yorkshire police	To develop an understanding of cyber safety and resilience to CSE, grooming, far right and religious radicalisation. Effective system of reporting concerns to appropriate agencies.	Sept 2017 – July 2018
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	Mar 2018

# Bradford District Prevent Plan – Education and Schools

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<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	Sept 2018
Provide an evaluation of the impact of Prevent programmes in schools	BMDC Children's Services		July 2018

# Bradford District Prevent (FE/HE) Plan 2017-19

## Bradford District FE Prevent Plan

### 1. EFFECTIVE LEADERSHIP

Activity / Action taken / Progress made to reduce Potential Risks/Vulnerabilities	Lead Officer/Organisations	Expected Outcomes:	Timescale
Institution has a Designated Prevent Lead.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>• Effective partnership and accountability.</li> <li>• Alignment with District Strategic approach.</li> </ul>	2017
The Prevent Strategy has been reviewed to ensure that it doesn't discriminate any particular groups of staff/students.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>• Positive community cohesion reduces the conditions in which extremism can take root.</li> </ul>	2018
SLs and Governors are aware of Prevent and its objectives.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>• Understanding and support for work to reduce extremism across HE/FE institutions.</li> </ul>	2017
Clear awareness of roles and responsibilities throughout the institution re: Prevent.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>• Safeguarding concerns are dealt with effectively.</li> <li>• Partnership with Council and the Police is effective.</li> </ul>	2017
Prevent responsibilities have been embedded within the appropriate safeguarding processes.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>• Concerns around radicalisation are supported via safeguarding mechanisms.</li> </ul>	2017

Appropriate strategies, policies and procedures have been updated to incorporate Prevent. EG: Safeguarding, IT, Freedom of Speech, External Speakers, Student Behaviour.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Concerns around radicalisation are supported via appropriate policies and procedures.</li> </ul>	2018
Welfare and Chaplaincy space and support is in place, along with supporting policies and procedures to meet the social and emotional learning needs of students.	All HE/FE Institutions with Chaplaincy facilities	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Concerns around issues of social and emotional learning needs are supported via appropriate guidance mechanisms.</li> </ul>	2017
ICT policies recognise the risk of online radicalisation. Appropriate processes are in place to safeguard users from terrorist content online. Support and advice in online safety is available.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Risks are minimised of inappropriate use of ICT on campus.</li> <li>Students are aware of key issues in on-line safety.</li> </ul>	2017



# Bradford District FE Prevent Plan

## 2. CAPABILITIES

Activity / Action taken / Progress made to reduce Potential Risks/Vulnerabilities	Lead Officer/Organisations	Expected Outcomes:	Timescale
Institutions provide a trainer to deliver WRAP to their staff in the Bradford District.	Bradford College Bradford University	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>FE/HE institutions able to provide relevant safeguarding training to their staff on a sustainable basis.</li> </ul>	2017
Procedures are in place for staff to have further discussion after attending the WRAP.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Positive community cohesion reduces the conditions in which extremism can take root.</li> </ul>	2017
Deliver a rolling programme of WRAP training to key staff.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Priority cases are supported effectively and appropriate interventions are provided.</li> </ul>	2017
Institutions identify other relevant training for Prevent Leads.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Key staff receive ongoing support to raise their awareness and capabilities.</li> </ul>	2018

# Bradford District FE Prevent Plan

## 3. RISK ASSESSMENT

Activity / Action taken / Progress made to reduce Potential Risks/Vulnerabilities	Lead Officer/Organisations	Expected Outcomes:	Timescale
A risk assessment process is agreed and implemented.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>Risk is minimised by effective and proportionate assessment process.</li> </ul>	2017
Process rag rates key issues and puts plan in place to mitigate key areas of risk.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>Institutions are aware of key areas of risk and respond appropriately.</li> </ul>	2018
Effective arrangements are in place to ensure that staff/students know how to raise concerns about extremism.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>Institutions are aware of key areas of risk and respond appropriately.</li> </ul>	2017
Key areas of risks and vulnerabilities are identified in line with safeguarding procedure. Lessons are learned across the institution and the Prevent action plan is amended appropriately.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>Institutions are aware of key areas of risk and respond appropriately.</li> </ul>	2017
Effective safeguarding arrangements are in place to manage access to the site by visitors and non-students/staff.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>Concerns around safeguarding are supported via appropriate mechanisms.</li> </ul>	2017
Safeguarding leads have been briefed on extremist organisations and are aware of their symbols/stickers and also their negative ideologies / rational.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>Concerns around safeguarding are supported via appropriate mechanisms.</li> </ul>	2018

Processes are in place to efficiently safeguard young people that could potentially return from or arrive in the UK from countries deemed as vulnerable by the Home Office.	All HE/FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Concerns around safeguarding are supported via appropriate mechanisms.</li> </ul>	2018
Policies and procedures are in place for all to be wearing ID badges on site.	Bradford College	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Concerns around safeguarding are supported via appropriate mechanisms.</li> </ul>	2017
There is a procedure in place to deal with the distribution (including electronic) literature or other publicising material. This includes offsite activities that are likely to impact on staff/students (protests etc)	Bradford College	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Opportunities for external speakers to promote division and hate in the District are minimised.</li> </ul>	2018
There is CCTV in all key areas of the institution that could potentially reveal anyone that is illicitly distributing any hate or extremist literature. Along with policies and procedures to effectively monitor and challenge any negative behaviour.	Bradford College	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Concerns around safeguarding are supported via appropriate mechanisms.</li> </ul>	2017

# Bradford District FE Prevent Plan

## 4. WORKING IN PARTNERSHIP

Activity / Action taken / Progress made to reduce Potential Risks/Vulnerabilities	Lead Officer/Organisations	Expected Outcomes:	Timescale
Representation and accountability at Bradford District gold and Silver group.	Bradford University Bradford College Leeds City College (Keighley)	Expected Outcomes: <ul style="list-style-type: none"> <li>• Enable co-ordinated District response.</li> <li>• HE/FE institutions accountable for Prevent delivery locally.</li> </ul>	Ongoing
Prevent/ Safeguarding Leads able to access support through Channel process and Bradford District Prevent Coordinator.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>• Support to individuals is available quickly and is proportion to their needs.</li> </ul>	Ongoing
Active FE/HE representation in Prevent sub-group for Education and Skills Sector. Regular liaison between district colleges supporting good practice.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>• HE/FE contribute to develop a relevant and engaging Citizenship curriculum for young people.</li> </ul>	2018
Raise awareness of potential risks of extremism to students and constructively engage with Students' Union.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>• Students are engaged in processes to reduce risks around radicalisation and extremism.</li> </ul>	2018
FE/HE institutions hosting external speakers implement robust procedure and equal opportunities policies which challenge hate speech, racism and extremism.	All HE/FE Institutions	Expected Outcomes: <ul style="list-style-type: none"> <li>• Opportunities for external speakers to promote division and hate in the District are minimised.</li> </ul>	2017

# Bradford District FE Prevent Plan

## 5. TEACHING AND LEARNING

Activity / Action taken / Progress made to reduce Potential Risks/Vulnerabilities	Lead Officer/Organisations	Expected Outcomes:	Timescale
Students are made aware of the benefits of community cohesion and the damaging effects of extremism on community relations.	FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Positive community cohesion reduces the conditions in which extremism can take root.</li> </ul>	2018
Students are made aware of national and global terrorist propaganda.	FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Reduced risk of travel to war zones.</li> <li>Reduced risk of supporting overseas or home-grown terrorism.</li> </ul>	2018
Students are made aware of the Charity Commission's Guidance on safe giving and safe collecting for charity.	FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Students aware of best ways to support people in need are by giving financially to registered charities with existing operations in the country.</li> </ul>	2018
Relevant curriculums develop critical thinking skills around the power of influence, particularly on-line and through social media.	FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Risks are minimised of inappropriate use of ICT on campus.</li> <li>Students are aware of key issues in on-line safety.</li> </ul>	2018
Staff utilise teaching styles and curriculum opportunities to re-address the basis of prejudice and stereotypes - which allow students to develop their conflict resolution and critical thinking skills to air and explore both genuine and perceived grievances (that ideologies are exploiting).	FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Positive community cohesion reduces the conditions in which extremism can take root.</li> </ul>	2018
Institutions have competent staff within each curriculum area to actively promote	FE Institutions	<b>Expected Outcomes:</b> <ul style="list-style-type: none"> <li>Positive community cohesion</li> </ul>	2018

citizenship and cohesion.		<b>reduces the conditions in which extremism can take root.</b>	
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# Bradford District Prevent Plan 2017-19– Her Majesty’s Prison and Probation Service (HMPPS/NPS)

Activities	Lead Officer/Organisations	Expected Outcomes	Timescales
<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).	NPS/Community Rehabilitation Company (CRC)  <b>(Both organisations have their own prevent plans.- This plan relates only to the NPS)</b>	Effective partnership and accountability. Alignment with District Strategic approach	Achieved - Ongoing
1.2 Bradford Senior Leadership are aware of Prevent and it's objectives	HMPPS/NPS CRC	Understanding and support for work to reduce extremism across Probation Service	Achieved - Ongoing
1.3 Prevent safeguarding responsibilities have been embedded within the organisation	HMPPS/CRC	Concerns around radicalisation are supported via safeguarding mechanisms	Achieved - Ongoing
<b>2. APPROPRIATE CAPABILITIES</b>			
HMPPS deliver effective safeguarding/screening/awareness package for frontline and other relevant staff and is fully aware of its duty under Government's Contest Strategy to <b>Pursue</b> , <b>Protect</b> , <b>Prepare</b> , and <b>Prevent</b> 2.1 (inc WRAP where appropriate)	HMPPS  Bradford has contingency evacuation and locked down plan in place , including response to natural disasters	Probation able to provide relevant safeguarding training on a sustainable basis	July 2017 A revised Extremist Risk Screening tool (ERS) has been rolled out in the CRCs and HMPPS
2.2 Trainee Probation Officers receive Prevent awareness training	HMPPS	Newly qualified staff have basic skills to recognise, respond and refer issues of concern	Achieved - ongoing
2.3 HMPPS identify other relevant training support for semi-specialist staff	HMPPS	Staff receives ongoing support to raise their awareness and capabilities.	Ongoing

		The semi-specialist Offender Managers have extensive training to write court reports and to work with convicted TACT offenders. They have access to additional support from NE CTU lead managers when needed.	
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## Bradford District Prevent Plan – Her Majesty's Prison and Probation Service (HMPPS) NE -NPS

Activities	Lead Officer/Organisations	Expected Outcomes	Progress
<b>3. RISK ASSESSMENT</b>			
3.1 Organisational risk assessment process is agreed and implemented	NPS/ Community Rehabilitation Company	Risk is minimised by effective and proportionate assessment process.	Achieved
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	Ongoing
3.3 Risk screening takes place for all cases	NPS	Cases are supported effectively and appropriate interventions are provided	Ongoing
<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. HMPPS accountable for Prevent delivery locally	Achieved



4.2 Active Probation representation in District Community Safety Partnership	NPS	Effective links between CONTEST and District CSP.  Representation on Safer Stronger Community Board.	Ongoing
4.3 CRC to engage with HMPPS Prevent process and develop appropriate Safeguarding protocols	CRC	Risk is minimised in CRC provision	Achieved - ongoing
<b>DATA COLLECTION</b>  HMPPS to ensure all Data with regards to relevant cases managed, referrals to PSM and court reports written is captured and information is shared at both Silver and Gold Contest Groups.	NPS	Data captures, made available to Contest Groups	Ongoing

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## Appendix Two:

### Prevent Project expenditure 2017-18

Project	Delivery	Cost
Community Support Project	One to one support for referrals to mentor and build resilience against radicalisation and deliver to groups of young people around theological resilience, social media grooming, and training for parents on internet safety. Delivered by Bradford Hate Crime Alliance	£24,850
Mothers against radicalisation	Increasing understanding of radicalisation by increasing the knowledge and awareness of social media and controlling it in the home environment, safeguarding issues with young people, being aware of grooming and bullying online and how to seek support from agencies for any concerns. Delivered by Empowering Minds	£14,920
Supplementary schools support	Increasing understanding of radicalisation by increasing the knowledge and signs and causes of radicalisation. The pupils are given reference based counter narratives from Islamic texts and traditions. Delivered by Empowering Minds and The Middle Path this programme helps build on the nationally recognised positive work to improve accreditation in our supplementary schools.	£12,000
THINK	A residential based course for secondary school children. They explore effective messages to challenge prejudice constructively, counter extreme ideas and rhetoric, and promote alternative narratives. They develop skills, capacity and confidence to be critical thinkers. Delivered by Foundation 4 Peace	£22,000*
Choices	Delivered to primary schools these practical workshops are designed to engage students in a range of activities which encourage them to question prejudice, propaganda, and pre-conceptions, giving them tools to build personal resilience to radicalisation and encouraging non-violence and community cohesion. Delivered by Peace Museum	£7,500
Mosque Resilience	Mosque Management and Governance Training to support policy development, provision of efficient services and management systems. This course will provide guidance on safeguarding, health and safety and raising quality standards. Delivered by Faith Associates	£45,000
Community Dialogue	This programme will works across different communities in the inner city and outer estates of District both with vulnerabilities to extremist narratives. Using dialogue to resolve and transform conflict in communities the programme will provide alternative narratives and undermine the rationale used by extremists to recruit and	£15,810*

	radicalise. Delivered by Foundation for Peace	
	<b>Total</b>	<b>£142,080</b>

\*Project cost paid directly by Home Office

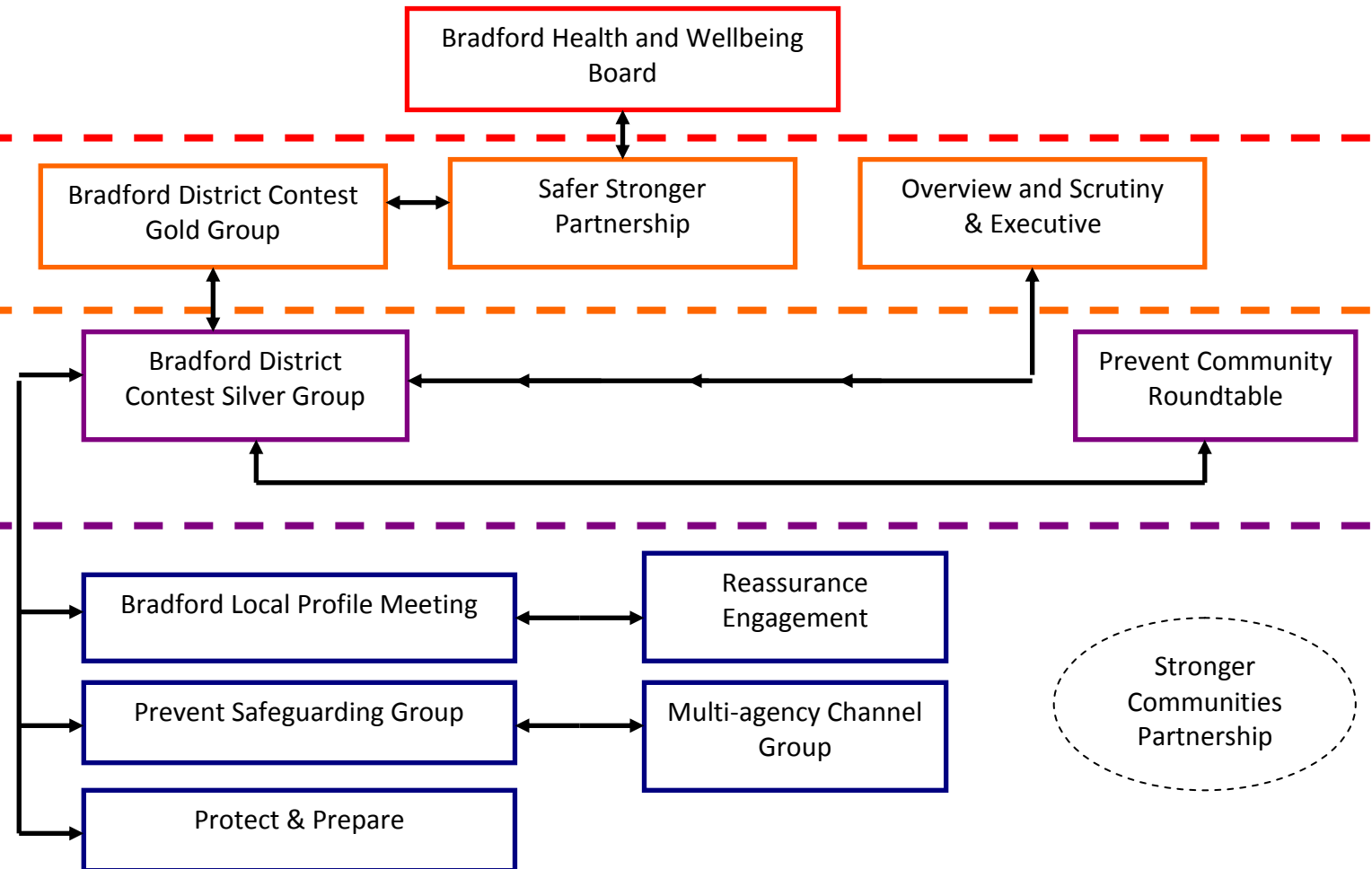
# Bradford CONTEST Governance Chart 2018

## Long Term Vision

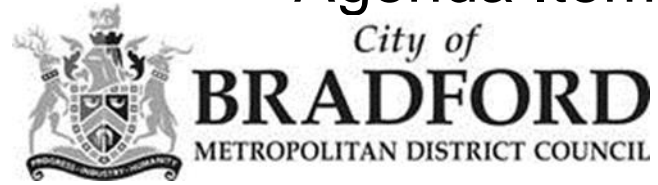
## Leadership, Strategic priorities and Planning

## Joint Tasking and Action Planning

## Operations and Delivering Priorities



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## **Report of the Director of Human Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 22<sup>nd</sup> March 2018**

**AJ**

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### **Subject: Workforce Diversity**

### **Summary Statement:**

Following the Bradford Council's Equality Objectives Progress Report to Corporate Overview and Scrutiny on 26<sup>th</sup> October 2017, Members requested a report detailing the actions that the Council is taking to improve workforce diversity.

This report highlights the actions, and the progress made to date.

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Suzanne Dunkley  
HR Director

#### **Portfolio:**

Leader

#### **Report Contact:**

Michelle Moverley, Head of Human Resources. Simon Jenkins HR Manager.

Phone: (01274) 437883

E-mail: [michelle.moverley@bradford.gov.uk](mailto:michelle.moverley@bradford.gov.uk)

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

## **1. SUMMARY**

- 1.1 Following the Bradford Council's Equality Objectives Progress Report to Corporate Overview and Scrutiny on 26<sup>th</sup> October 2017, Members requested a report looking at workforce diversity, in particular ethnicity in relation to the working population, grades of staff and the actions that the Council is taking to improve workforce diversity. As an equal opportunities employer, the Council is responsible for addressing all aspects of workforce diversity. This report therefore looks at other aspects such as age, gender, disability, sexual orientation, as well as ethnicity.

This report highlights the actions, and the progress made to date.

## **2. BACKGROUND**

- 2.1 The UK's workforce and working patterns are changing. The working population across the UK is getting older and increasing numbers of women and people from different cultural and ethnic backgrounds are entering the workforce. Valuing diversity is becoming increasingly important for organisations across all sectors.
- 2.2 Organisations cannot thrive or grow if everyone in them thinks and behaves the same way. Having a diverse workforce from different racial, educational and social backgrounds and a diverse age range opens up a wealth of possibilities and helps to encourage creativity and foster innovation. An organisation with a diverse range of employees is well placed to understand the needs of a wide range of customers. It is also in a good position to recruit and retain staff in an increasingly diverse and competitive labour market. Embedding diversity of thought throughout an organisation also means that talent can be properly recognised and nurtured.
- 2.3 Bradford Council recognises the importance of developing a diverse and inclusive workforce, and has a well developed corporate equality action plan. The plan adheres to the requirements of the Equality Act 2010 and the Public Sector Equality Duty 2011 to eliminate discrimination, advance equality of opportunity and foster good relations between people when carrying out their activities, both within our workforce and within our communities.
- 2.4 These duties are important to us, not only from a legal perspective, but as a Council that recognises the importance and value of workforce diversity and as a District that is highly culturally diverse and that has the youngest city in the UK.

## **3 District and Council Profile**

### **3.1 Age Profile**

Bradford District has a larger percentage of children and young people aged 0-9 and both males and females in their 30s than England.

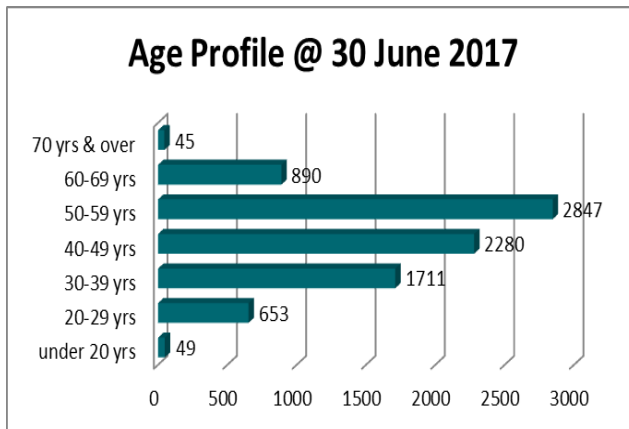
For all the other age groups, the Bradford District has lower percentages than England.

The age profile of the Council workforce is shown in Table 1.

The average age of the Council workforce is 46.4 years compared to an average age of the District Working age Population of under 40.



Table 1



### 3.2 Ethnicity Profile

Table 2 shows a comparison between the ethnicity and gender of the District working age population and the workforce of the Council.

68.4% of the District working age population is White compared to 74.3% of the Council workforce. The BME working age population is 31.6% compare to 25.7% of the Council workforce being BME. (These percentages do not include employees who have not stated their ethnicity).

Table 2

Ethnic origin	Working age population			Bradford Council		
	Total	Males	Females	Total	Males	Females
White	68.40%	67.60%	69.20%	74.29%	74.11%	74.39%
Mixed	2.00%	2.00%	2.00%	1.91%	1.90%	1.91%
Asian (total)	25.90%	26.00%	25.80%	19.60%	18.31%	20.29%
Indian	2.90%	2.90%	2.90%	4.66%	3.87%	5.09%
Pakistani	19.20%	19.10%	19.30%	11.58%	10.05%	12.41%
Bangladeshi	1.60%	1.60%	1.70%	0.80%	1.15%	0.61%
Chinese	0.50%	0.60%	0.50%	0.21%	0.24%	0.20%
Other Asian	1.70%	1.90%	1.50%	1.47%	2.00%	1.18%
Black	2.00%	2.20%	1.90%	2.22%	2.48%	2.09%
Other	1.70%	2.20%	1.10%	1.97%	3.20%	1.32%

*Does not include employees who have not stated an Ethnicity*

### 3.3 Ethnicity by Pay Grade

Tables 3 and 4 show the workforce of BME staff by grade and progress made in the number of BME staff at grade PO6 and above. The percentage of BME staff at grade PO6 and above is improving but further work is required to further improve the representation at senior levels.

Table 3

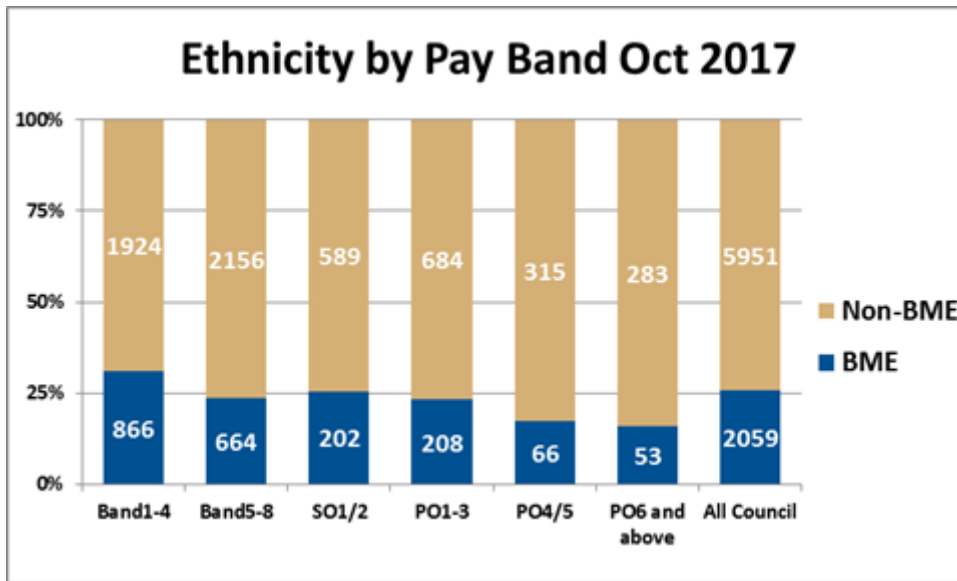
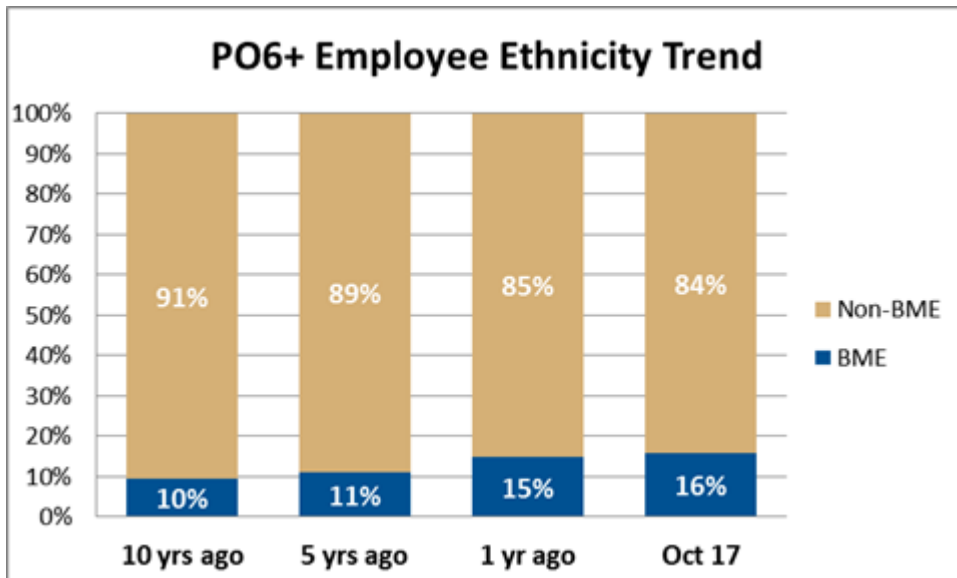


Table 4



### 3.4 Disability Profile

14.4 % of the working age population consider that their day to day activities are limited either a little or a lot by a disability. This definition is different to that used for the workforce statistics so comparisons are difficult. Council employees are asked whether they consider themselves to have a disability and to declare this via the Employee Self Service System. 3.9 % of Council employees consider themselves to have a disability. Communications have recently been sent to the workforce to encourage them to update their status via the employee self service system.

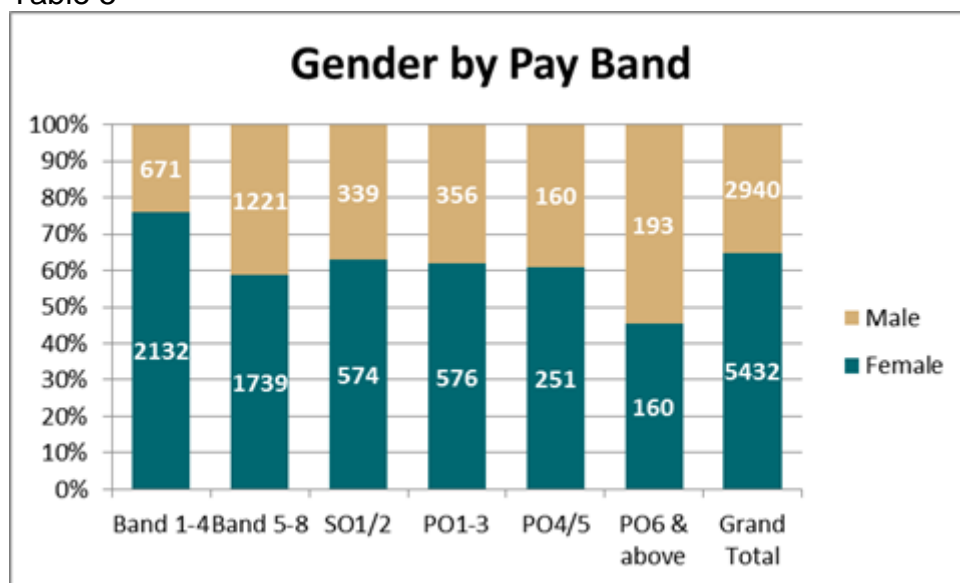
### 3.5 Gender profile

The working population of the District (2016 mid year estimate) was 49.9% male and 50.1% female. The gender split for the Council is 35% male and 65% female and has varied very little in the last 7 years despite workforce reductions and lower levels of

recruitment.

Table 5 shows the gender of the workforce by grade. For the first time in Bradford Council's history, it has a permanent female CEX and a female Leader. The Council Management Team is 62.5 % female but further work is required to improved representation at senior levels (P06 and above).

Table 5



The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The UK gender pay gap is at its lowest level ever in the UK at just over 18 per cent. The initial calculation of the Gender Pay Gap for Bradford Council is 8.2 per cent. This compares favourable with the national average and other Local Authorities.

The gender pay gap does not show differences in pay for comparable jobs. Unequal pay for men and women has been illegal for 45 years.

### 3.6 Religion and Belief and Sexual Orientation

Despite encouraging staff to declare the above, currently only 8.7% of Council employees have provided data on Religion & Belief and only 7.0% have provided data on Sexual Orientation therefore comparisons using this information would prove unreliable.

## 4. CORPORATE ACTIONS

- 4.1 There has been improvement in the overall diversity of the workforce, the number of senior managers who are BME, and the number of women employed in senior roles.

Table 6 shows how the percentage of BME staff has increased from 19% 10 years ago to 26% now.

Table 6

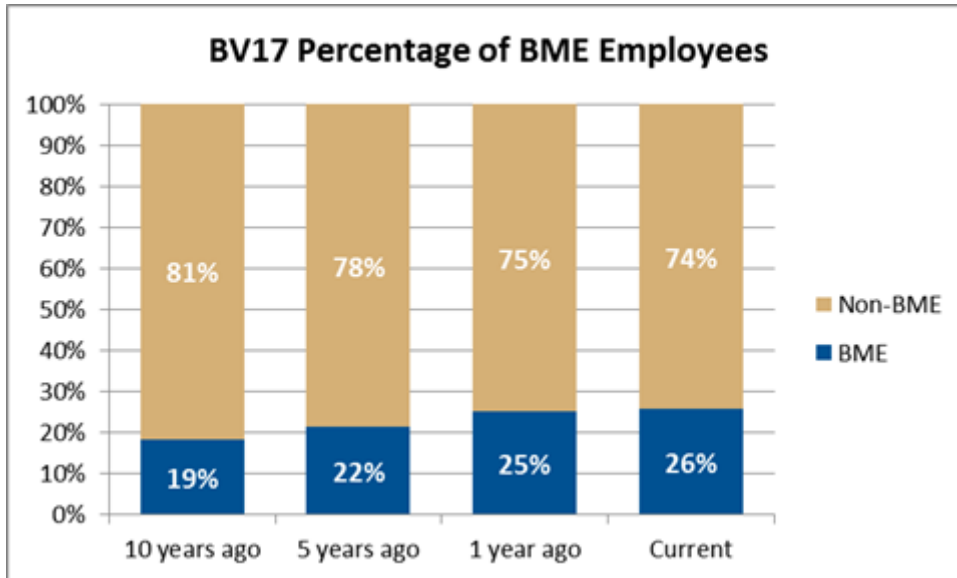
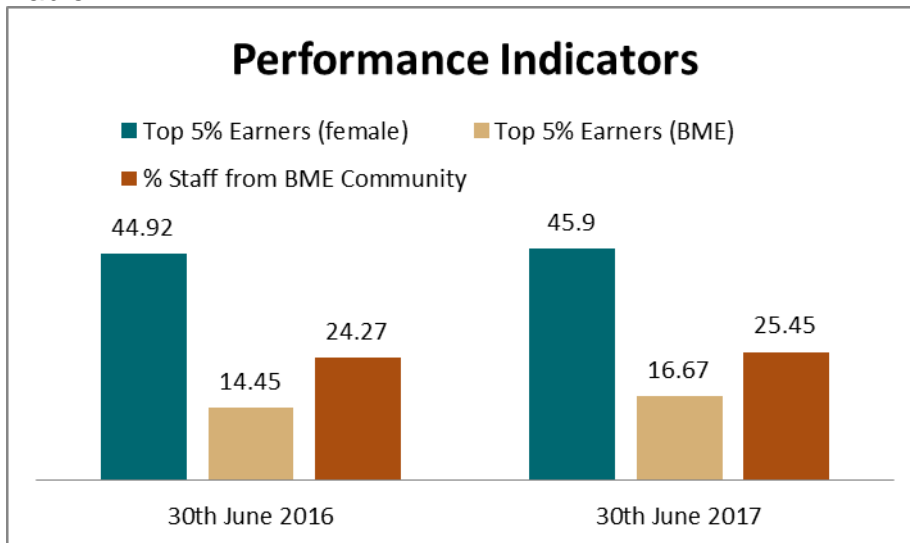


Table seven shows that the percentage of female and BME staff in the top five per cent of earners has increased from 2016 to 2017. It also shows that the proportion of BME staff in the workforce has increased.

Table 7



- 4.2 Tables 8 and 9 show that 31% of new starters were BME compared to 26% of the workforce. They also show that people leaving the organisation through natural wastage or by way of redundancy are less likely to be BME.

Table 8

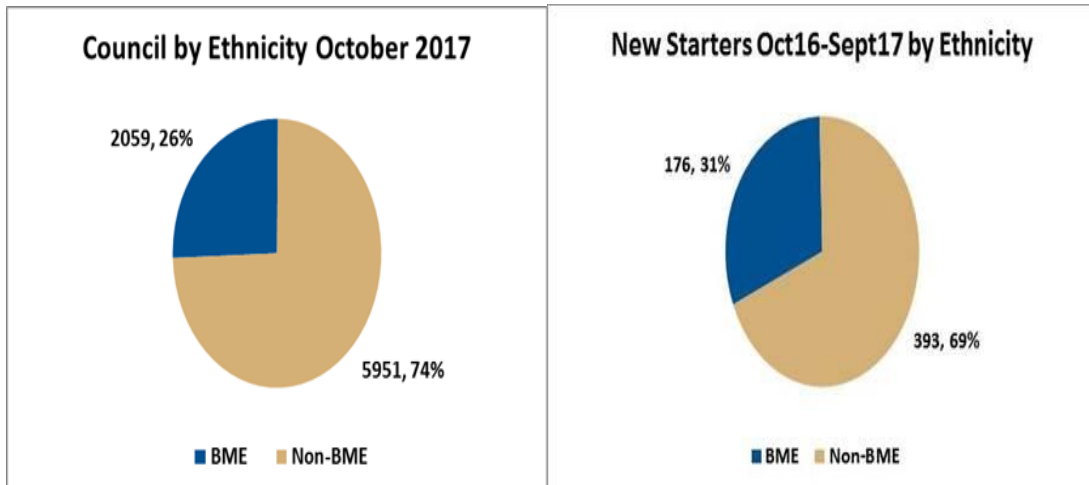
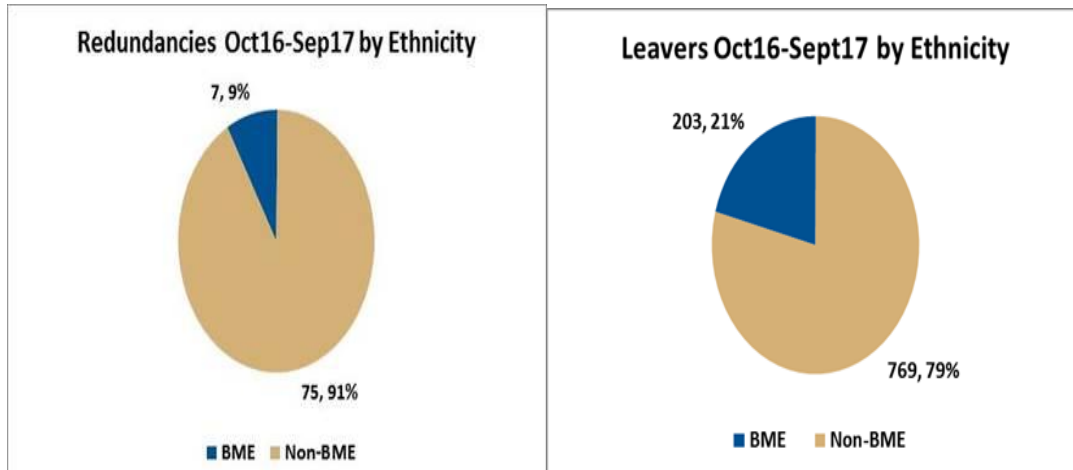
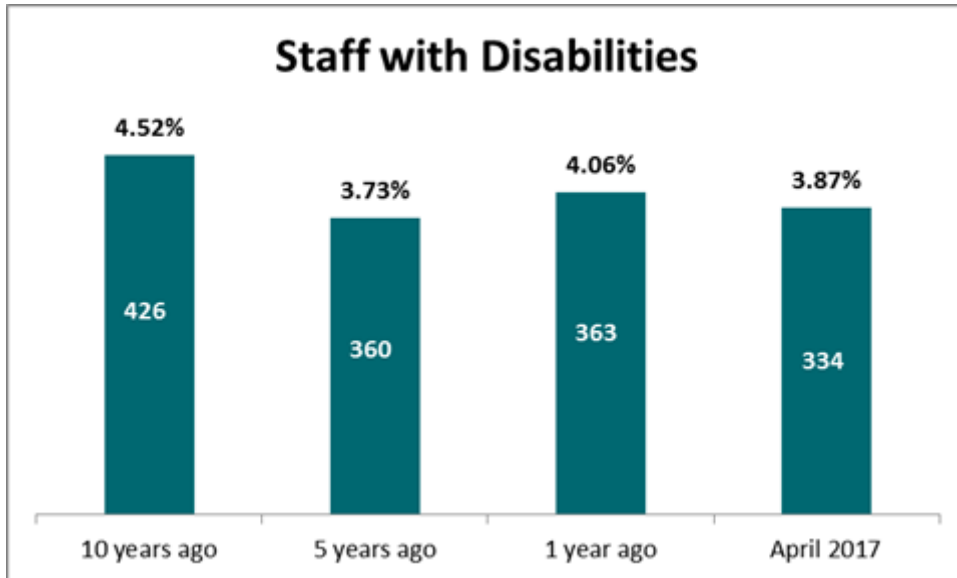


Table 9



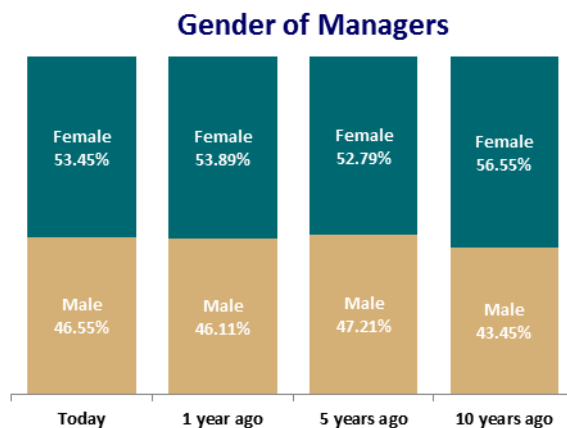
- 4.3 Table 10 shows that the percentage of staff with a disability has recently gone down although it is more than it was 5 years ago. Paragraph 4.7 details action being taken in relation to mental health which aims to help managers to retain staff who are suffering mental ill health.

Table 10



- 4.4 In relation to the gender of managers, the figures have been fairly static, especially over the past 5 years. This is shown in Table 11.

Table 11



- 4.5 Benchmarking with other Local Authorities is difficult. Other Local Authorities often have contractors or partners providing certain services so need different types of workforce. A significant amount of resource that used to be used to benchmark regionally has been substantially reduced.

Data that is available shows that Leeds, Wakefield and Calderdale Councils all have larger BME working populations than the percentage employed by them. Their BME working populations are much smaller than Bradford's so Leicester City Council may be a more appropriate comparator. The latest figures available show that the percentage of BME staff within Leicester Council's workforce has decreased from 27% in 2013 from 31% in 2012. The proportion of Leicester's economically active population from a BME background is 47.1%. Bradford Council has roughly the same percentage of BME staff (26%) but there is a lower percentage of BME citizens in the working population (31.6%).

Comparisons with neighbouring Authorities show that Bradford has a far higher

proportion of BME staff in top management positions, has a similar percentage of disabled employees but has a lesser proportion of female staff in the top 5% of earners.

#### 4.6 The following activities are currently underway to improve workforce diversity

- **Future Leaders Programme** is designed to address workforce diversity and unlock talent across the organisation. All employees are invited to apply, and we encourage applications from frontline workers, officers and managers. The recruitment process focusses on behaviour, attitude and potential, with emphasis on what you could do, rather than what you have done. Applicants do not need their line managers' permission to apply. This approach resulted in the ethnicity profile of employees on the Future Leaders Programme being over 50% BME and 63% female.

As a result of this programme, 30% of Future Leaders have gained promotion or external secondment.

- **BME Joint Secondment Programme** with Government offers 5 x 3 month secondment opportunities for BME staff; 3 places offered to BME staff on the Future Leaders programme, and 2 places to other BME staff across the organisation. To date 3 have completed their secondments and report back that the experience has been invaluable. It is too early to assess the outcomes from these secondments as they have only recently finished.
- **The title Mx** has been added to application forms and to the SAP employee database. This is seen as best practice in terms of being sensitive to employees and job applicants who do not identify with a specific gender. It is promoted by Stonewall as best practice and seen as being trans-friendly. Several other Local Authorities and high profile organisations have also started to offer the Mx title as an option to their employees and job applicants. This has only been added to the employee database recently so it is too early to tell how much uptake there will be.

- **Cultural competence training and planned 'trigger' conversations.**

Developing cultural competence refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds, particularly in the context of human resources, non-profit organisations, and government agencies whose employees work with and for persons from different cultural/ethnic backgrounds.

The training sessions explore the components in detail giving participants a greater insight into the theories and practical applications of cultural competency.

The Council is also looking to introduce the use of 'triggers' both in the physical environment, and in meetings culture. This would involve choosing a 'trigger' for open discussion and debate, displaying key messages in meeting rooms and include triggers in meeting agendas, for example:

- "What does this mean for the communities of Bradford"
- "How are we promoting inclusion in our decisions today?"
- "How reflective is this meeting of the communities we serve?"
- "Who will our decision affect today?"
- "Which communities will benefit from today's discussion?"

as well as more specific items for discussion around inclusion topics.

- **Mental Health at Work Workshops** have been provided by HRplus to managers in areas of the Council where absence due to mental health related illness is at high levels. These workshops allow managers to identify issues at an early stage and make appropriate interventions. Nearly 200 managers will attend these courses. Feedback has been extremely positive. All managers attending have rated the course as at least “valuable” with 87% rating it as “very valuable” or “extremely valuable”. A typical comment is below:

“Very informative and useful in managing staff with mental health problems.”

- An E-learning package on mental health has been developed and made available, and the network of Time to Change Champions is being developed following the signing of the Time to Change Pledge.
- **Inclusive apprenticeship offer.** The Council has a statutory requirement to work towards employing 2.3% of its workforce as apprentices. The Council has set a local target to recruit up to 500 new apprentices per year. To ensure an inclusive offer, we will target recruitment and work towards: 30% BME, 10% special education needs and/or disabled people and 5% other vulnerable groups. 100% of children leaving care will be offered the opportunity to access a traineeship or apprenticeship.
- Last year the first ever Bradford Pride Awards were held as part of the LGBT+ History month, celebrating local groups and individuals who support LGBT+ people in Bradford. Bradford has been identified as one of the most LGBT+ friendly cities in the country. Bradford Council is working with a host of partner organisations to celebrate and promote LGBT+ History Month in 2018. This will consist of a full programme of entertainment, education and discussion events designed to recognise and value the local LGBT+ community.
- To increase attraction to Bradford Council vacancies the use of Social Media including Twitter and Face Book has been increased. Partnership working with Job Centre plus has resulted in the creation of a Virtual Jobs fair which allowed the promotion of Council vacancies. Promotion has also been undertaken at a number of jobs fairs.
- A dedicated careers page (including a dedicated section on apprenticeships) has been created which provides applicants with a lot more information about applying for posts and working in the Council. It also provides potential applicants who do not live in the District with information about living in the Bradford District.
- A new vacancy control process has been implemented on the recruitment system along with manager’s guidance for apprenticeships. Work continues on producing pop up advice for applicants for different sections of the application form to support applicants for apprentice vacancies.
- In partnership with Horton Housing the Council has paved the way for shadowing opportunities in the Council for refugees and asylum seekers. One such opportunity has resulted in the person securing a longer term placement



opportunity. Further work continues to provide more opportunities for this group.

- A refresher for managers on equality considerations such as reasonable adjustment for when they are recruiting to posts in the Council has been provided.

4.7 The following activities will also be developed in 2018/2019 to further improve our workforce diversity:

- Jargon free jobs (JFJ) – the Council took part in a campaign earlier in the year to reduce the amount of jargon when vacancies are advertised and information that goes out with vacancies. This will make Council job profiles easier to understand particularly for younger people who have never had the experience of being in the workplace.
- Attracting and retaining diverse talent in the organisation is an essential part of the Council's approach to cultural change. An e-learning package for managers is being developed providing them with advice on how to write/produce job profiles that are fit for purpose and only ask for criteria that is relevant to the post.

4.8 Some types of diversity rely on staff telling the organisation which category they are in including: disability, gender reassignment and sexual orientation. We actively encourage staff to declare these via "employee self service" which allows staff to electronically provide this information directly.

4.9 Our aim will be to create a culture and environment where staff feel comfortable and confident to confirm their status in each of these areas. To do this, we will continue to, and further promote national awareness days such as International Day against Homophobia, Transphobia and Biphobia. We will also engage the help of Stonewall to help us develop an action plan in relation to improving staff confidence in declaring their sexual orientation.

4.10 We are working with our HR partner, HRplus, to explore an action plan to become a Disability Confident employer using their experience.

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

5.1 There is no defined corporate budget for Workforce Diversity actions. The majority of the actions listed in this report are financed by the Corporate Training Budget. The Office of the CEX employs one Corporate Equality Officer whose role incorporated the coordination of Equality issues.

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

## **7. LEGAL APPRAISAL**

As referred to at paragraph 2.3 of this report, the relevant legislation is the Equality Act 2010. The public sector equality duty was created under that Act and came into force on 5 April 2011. The equality duty covers the nine characteristics protected under the Act. The law permits positive action by taking measures to increase the participation of

underrepresented groups, providing those measures do not unlawfully discriminate against another group.

**8. OTHER IMPLICATIONS**

None

**9. EQUALITY & DIVERSITY**

Appendix 1 presents a detailed outline of progress against each of the equality objectives' supporting actions from 1 January 2017 when monitoring of the objectives commenced to the end of June 2017. The progress plan includes a breakdown of each action and milestone, progress on each, and where it was felt appropriate to set a target a latest figure or status is also included. This was presented to Corporate Overview and Scrutiny Committee on 26 October 2017.

This report demonstrates how the Council is contributing particularly to the following objectives:

**EMPLOYMENT & SKILLS** - promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Poverty and Ethnicity Employment and Skills Programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.

Apprenticeship Programme - ensuring that the Council's new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.

**ORGANISATIONAL EQUALITIES CULTURE** - the Council is well run, fit for business and is fair and inclusive in its approach.

Equalities Competency and Corporate Approach - a wide ranging programme of equality competency activities and improved governance arrangements.

Workforce diversity - recruitment options, commissioning requirements, career progression options.

**10. SUSTAINABILITY IMPLICATIONS**

None

**11. GREENHOUSE GAS EMISSIONS IMPACTS**

None

**12. COMMUNITY SAFETY IMPLICATIONS**

None

**13 HUMAN RIGHTS ACT**

None

**14. TRADE UNION**

The involvement of the trade unions is welcomed in working with the Council on all issues relating to equality matters.

Issues of Equality e.g. EIA's are addressed through consultation processes where there are impacts on the workforce so that any adverse impacts can be considered and any alternative ways to mitigate impacts can be considered and adopted as appropriate

**15. WARD IMPLICATIONS**

None

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

None

**17. NOT FOR PUBLICATION DOCUMENTS**

None

**18. RECOMMENDATIONS**

Members are asked to note the progress made to date on improving workforce diversity.

**19. APPENDICES**

Appendix 1 - Equality Objectives Detailed Progress Update - January 2017 to June 2017

**20. BACKGROUND DOCUMENTS**

- Report of the Assistant Director for the Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee held on 26 October 2017 – Bradford Council's Equality Objectives Progress Report (January to June 2017).

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## **Report of the Assistant Director for the Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on Thursday 26 October 2017.**

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### **Subject:**

**Bradford Council's Equality Objectives Progress Report (January to June 2017)**

### **Summary statement:**

**Following approval of the Council's new equality objectives at the end of 2016, this report provides the first annual progress report on the objectives covering January 2017 to June 2017.**

---

Alison Milner  
Assistant Director, Office of the Chief  
Executive

Report Contact: Kathryn Jones,  
Strategy and Engagement Officer  
Phone: (01274) 433663  
E-mail: [k.jones@bradford.gov.uk](mailto:k.jones@bradford.gov.uk)

### **Portfolio:**

**Corporate**

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

**Corporate**

## 1. SUMMARY

Following approval of the Council's new equality objectives at the end of 2016, this report provides the first annual progress report on the objectives covering January 2017 to June 2017.

## 2. BACKGROUND

- 2.1 The Bradford District is a diverse and youthful area. We are the youngest city in the United Kingdom. We have an ever-changing population of over half a million people originating from all corners of the globe, creating a rich cultural mix. People from black, minority, ethnic backgrounds make up 36% of the total population and there are 153 languages spoken across the district. Our worldwide roots from current and historic migration, have allowed us to build a big economy with global reach. More than one-quarter (30.2%) of the district's population is aged less than 20. Bradford Council aims to serve and represent the whole district in all its diversity. The Council's goal is to ensure that every part of the district and everyone who lives in it is equitably served. No-one must feel excluded, and no-one unfairly favoured or disadvantaged.
- 2.2 The Council has legal responsibilities relating to equalities but these are a minimum requirement. There is understanding of the wider benefits of improving everyone's quality of life and our social responsibility. We therefore have set equality objectives that reflect and support this diversity and ensure we maximise the vibrancy and energy of the people we work for.
- 2.3 The Public Sector Equality Duty sets out a number of aims that public bodies should have regard to in their operation and is supported by some specific duties which include the requirement on public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually.
- 2.4 In their operation public bodies should have regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2.5 The defined set of protected characteristics as set out in the Equality Act 2010 are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and (in relation to discrimination) marriage and civil partnership. The Council's approach to equalities goes beyond this, by looking at equality more broadly and taking into account the impact of our decisions on people on low income or with a low wage.
- 2.6 As a baseline the Council's annual publication of its own workforce profile is presented at appendix 2 and also available on the [Bradford Council web site](#). This provides an annual status of the workforce's protected characteristics.

- 2.7 In September 2016 the Council's Executive approved a new set of equality objectives for Bradford Council. The ambition for the objectives was to be far more strategic and only capture a few key areas which the whole organisation can contribute to and that will have maximum impact on the district. By 2020 we want to be able to demonstrate how they have made a difference over and above the day to day equalities work which the Council undertakes. The objectives and therefore this progress report do not consequently try to capture all the equality activities the Council undertakes.
- 2.8 Since sign off in 2016 a milestone plan has since been developed to help deliver clear action in support of the objectives, with targets allocated as appropriate. Details of the approved objectives can be found on the [Bradford Council web site](#), which have been available since autumn 2016.
- 2.9 The equality objectives are embedded in to the Council Plan, thereby ensuring they remain central to the Council's work. The monitoring of the equality objectives also complements that of the Council Plan, with quarterly monitoring undertaken, and any exceptions considered by the Council Plan Delivery Board for a resolution. The Portfolio Holder for equalities is also provided with a regular briefing outlining progress.
- 2.10 Corporate Overview and Scrutiny Committee received a report in November 2015 as part of the consultation process in developing the objectives. The Committee also requested that they receive annual progress updates, as a means of providing oversight and scrutiny on the delivery of the actions supporting the objectives. This is therefore the first progress report the Committee is receiving on the new objectives, covering January to June 2017.
- 2.11 The equality objectives have been set for a four year period, 2016 to 2020. As such flexibility has been built in to the plan to allow shorter term actions to be completed and new actions identified in support of achieving each objective. The district is an ever changing place, and the resources available to the Council and partners continue to change. So whilst maintaining a four year commitment to each objective, the detail in how we realise them may vary as time progresses.

### **3. OTHER CONSIDERATIONS**

- 3.1 Appendix 1 presents a detailed outline of progress against each of the equality objectives' supporting actions from 1 January 2017 when monitoring of the objectives commenced to the end of June 2017. The progress plan includes a breakdown of each action and milestone, progress on each, and where it was felt appropriate to set a target a latest figure or status is also included.
- 3.2 The following points provide the headlines and highlights of progress with each objective.
- 3.3 Community relations – ensure that the people of the district get on well together.  
a) Encouraging and celebrating good community relations and active citizenship – promoting campaigns and opportunities to participate, raising awareness of 'cultural' events.

**Highlights:** The People Can campaign has been at the heart of encouraging and promoting citizen involvement in neighbourhoods and more volunteering within the district, leading to further investment being sought to maximise its potential across the district. Work with communities of interest continues as does the maximising of voter registration, both providing a means of increasing opportunities for people to participate in decision making.

- b) Hate and street crime – education programmes in schools, increasing reporting, reducing street based sexual harassment.

**Highlights:** A range of programmes have taken place in schools from interfaith education benefiting over 17,000 young people, to over 80 ambassadors being trained to deliver hate crime and Anne Frank history in schools. The focus on reducing hate crime has increased with additional reporting centres being set up, more training and support provided and celebratory events taking place across the district (LGBT History Month, International Women's Day and Pride).

- 3.4 Employment and skills – promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

- a) Poverty and ethnicity employment and skills programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.

**Highlights:** In collaboration with the Joseph Rowntree Foundation a textile academy project has engaged 50 Asian women in Keighley into employment and opened up opportunities for more senior roles for them. A Council low paid employees project has led to 25% of participants progressing into higher paid employment.

- b) Apprenticeship programme – ensuring that the Council's new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.

**Highlights:** The Council's new apprentices programme is now in place with a team assigned. This includes pre-apprenticeship pathways with the aim of getting 10% participation from looked after children and a further 10% from those with special education needs.

- 3.5 Organisational equalities culture – the Council is well run, fit for business and is fair and inclusive in its approach.

- a) Equalities competency and corporate approach – a wide ranging programme of equality competency activities and improved governance arrangements.

**Highlights:** New governance arrangements are now in place following a review and support from Departments and Corporate Management Team. A programme of staff engagement opportunities have been put in place including focus groups, road shows and lunchtime drop ins. Elected Member training is also in place including planning on a dementia awareness session for Autumn 2017.

- b) Workforce diversity – recruitment options, commissioning requirements, career progression options.

**Highlights:** A baseline has been established within the authority for race, gender and disability so far as a means of identifying whether interventions make a difference. Job vacancies are being made more accessible through jargon free job profiles and an improved web site in the first instance. Work shadowing opportunities have also been made available for minority



communities.

- c) Accessible services – Accessible Information Standard implemented in Health and Social Care, and extended to customer access points primarily through our customer services.

**Highlights:** The implementation of the Standard has progressed with a programme of training, guidance and tools for staff. Monitoring arrangements are also in place with Healthwatch to check on the success of this implementation.

- 3.6 Equality data – our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

- a) Equality monitoring – gathering more information on service users to better understand our service impacts.

**Highlights:** An updated equality monitoring form has been launched, along with new staff guidance. As such Council staff are being encouraged to collect more information on their customers to ensure services continue to be delivered in the right way to right people. This will also support the equality assessment of new policies and service changes.

- b) Use of the equality data and information – raising awareness of available information across the whole Council.

**Highlights:** Equality information can now be collected electronically, which will provide the opportunity for better reporting and information sharing.

#### 4. FINANCIAL & RESOURCE APPRAISAL

Delivery of the actions in support of the equality objectives will be met from existing resources.

#### 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

#### 6. LEGAL APPRAISAL

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

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

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

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

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

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

### **7.2 SUSTAINABILITY IMPLICATIONS**

There are no sustainability implications from the equality objectives.

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

There are no gas emission impacts from the equality objectives.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

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

### **7.5 HUMAN RIGHTS ACT**

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

### **7.6 TRADE UNION**

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

### **7.7 WARD IMPLICATIONS**

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

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

None

## **9. RECOMMENDATIONS**

- 9.1 That Members comment on and support the progressing work on the Council's equality objectives 2016-2020.

- 9.2 That Members request a further progress update on the equality objectives in 12 months time

## **10. APPENDICES**

- Appendix 1 – Equality Objectives Detailed Progress Update January 2017 to June 2017.
- Appendix 2 – Bradford Council Equalities Workforce Profile (June 2016)

## **12. BACKGROUND DOCUMENTS**

Bradford Council's Equality Objectives - <https://www.bradford.gov.uk/your-council/equality-and-diversity/bradford-council-s-equality-objectives/>

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## **Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 22 March 2018**

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### **Subject:**

**Scrutiny Review into Managing Attendance across Bradford Council – Draft Terms of Reference.**

### **Summary statement:**

**This report presents the DRAFT Terms of Reference for the Scrutiny Review of Managing Attendance across Bradford Council.**

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Cllr Arshad Hussain  
Chair – Corporate Overview and Scrutiny Committee

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

### **Portfolio:**

**Corporate.  
Safer and Stronger Communities**

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

**Corporate**

## **1. SUMMARY**

- 1.1 This report presents the DRAFT Terms of Reference of the Scrutiny Review into Managing Attendance across Bradford Council, with a view to its adoption by the committee.

## **2. BACKGROUND**

- 2.1 At its meeting on Wednesday 22 November 2017, the Corporate Overview and Scrutiny Committee agreed to undertake an in-depth Scrutiny Review, into Managing Attendance across Bradford Council.
- 2.2 This issue came to the surface when members of the Corporate Overview and Scrutiny Committee considered the Mid Year Finance and Performance Statement. This resulted in extensive discussions relating to managing attendance across the District.

## **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.

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

- 4.1 There may be financial and resource implications arising from the scrutiny review findings.

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

- 5.1 There may be risk management and governance issues arising from the findings of the scrutiny review.

## **6. LEGAL APPRAISAL**

- 6.1 There may be legal implications arising from the findings of the scrutiny review.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Community Cohesion and Equalities related issues will be considered during the course of the scrutiny review.

### **7.2 SUSTAINABILITY IMPLICATIONS**

None.

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

None.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

None.

### **7.5 HUMAN RIGHTS ACT**

None.

### **7.6 TRADE UNION**

Trade Unions will be involved in this scrutiny review.

### **7.7 WARD IMPLICATIONS**

None.

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

None.

## **9. OPTIONS**

- 4.1 The committee to adopt the DRAFT Terms of Reference as proposed, or with any amendments that they may wish to make.

## **10. RECOMMENDATIONS**

- 9.1 That the committee adopts the DRAFT Terms of Reference.

## **11. APPENDICES**

Appendix One – Draft Terms of Reference, Managing Attendance Scrutiny Review.

## **12. BACKGROUND DOCUMENTS**

Council Constitution.



**City of Bradford Metropolitan District Council  
Corporate Overview and Scrutiny Committee**

**Scrutiny Review into Managing Attendance across Bradford Council**

**DRAFT - Terms of Reference**

See Part 3E paragraphs 2.1 to 2.11 of the Constitution of the Council.

**Background**

At its meeting on Wednesday 22 November 2017, the Corporate Overview and Scrutiny Committee agreed to undertake an in-depth Scrutiny Review, into Managing Attendance across Bradford Council.

This issue came to the surface when members of the Corporate Overview and Scrutiny Committee considered the Mid Year Finance and Performance Statement. This resulted in extensive discussions relating to managing attendance across the District.

**Context**

Set-out below are the short term and long term sickness absence trends from 2014/15 to December 2017/18.

<b><u>Year</u></b>	<b><u>Target (excl schools)</u></b>	<b><u>Outturn (excl schools)</u></b>
2014/15	10 days	11.3 days
2015/16	10	11.3
2016/17	10	11.3
2017/18 (to Dec)	7.5 (to Dec, 10 for year)	9.0 (to Dec)

<b><u>Year</u></b>	<b><u>Short Term (excl schools)</u></b>	<b><u>Long Term (excl schools)</u></b>
2014/15	37.5%	62.5%
2015/16	33.4%	66.6%
2016/17	32.1%	67.9%
2017/18 (to Dec)	30.4%	69.6%

**Key Lines of Enquiry**

The key lines of enquiry for this scrutiny review are to:

- Examine progress made against the 2005 Managing Attendance Improvement review recommendations;
- Review the Councils current policies and procedures in dealing with sickness absence, in order to assess the effectiveness of the management of sickness absence within the Council;
- Identify best practice and innovative approaches in the Council and from other organisations both in the public and private sector in managing staff attendance;
- Establish a consistent approach to establishing “baseline” costs for calculating the

cost of sickness absence across the Council;

- Examine the causes of staff absence, including the reasons given for absence, trends, issues and key factors;
- Consider Human Resources role, including the role of Occupational Health and HR Plus in managing attendance;
- Review Manager's roles and responsibilities in managing attendance;
- Analyse the impact that staff absence has on service delivery and to the Council;

## Methodology

The committee will receive and consider a variety of evidence/information provided by a range of interested parties. The Committee may adopt one or more of the following methods to collect evidence/information:

- relevant documents;
- relevant data;
- written submissions from, or meetings with interested parties;
- undertake relevant visits.

## Indicative list of interested parties

An indicative list of interested parties is provided below. This is not definitive or exclusive and can be developed as the scrutiny progresses.

Organisation / Department	Contact
Bradford Council.	Michele Moverley – Human Resources. Simon Jenkins – Human Resources. Caroline Booth – Employee Health and Well Being. Strategic Directors. Council Staff. Procurement.
Trade Unions.	Linda Crowther - Unison. Gary Nesbitt - GMB. Patrick Kerry - Unite.
Councillors.	
HR Plus.	
Public/Private sector organisations.	

## Indicative Timetable

Date	Milestone
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Date	Milestone
Thursday 22 March 2018.	DRAFT Terms of Reference to be presented to the Corporate Overview and Scrutiny Committee – for discussion and approval.
TBC.	Information gathering session –
TBC.	Information gathering session –
TBC.	Information gathering session –
TBC.	DRAFT Review Report and Recommendations to Corporate Overview and Scrutiny Committee – for discussion and approval.

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## **Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 22 March 2018**

**AL**

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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

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

### **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

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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/Andrrew 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 recommendation 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 recommendation 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 09/10/2017. 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.	Corporate Overview & Scrutiny Recommendation from Thursday 11 August 2016.
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>Wednesday, 22nd 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/Andrew Crookham/Dave Preston.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 October 2016.
2) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.		Jenny Cryer/Mark Griffin.	

# Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

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Agenda	Description	Report	Comments
<b>Wednesday, 22nd November 2017 at City Hall, Bradford.</b>			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
3) 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.
4) Work Planning.	There is a need to regularlay review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 20th December 2017 at City Hall, Bradford.</b>			
Chair's briefing 29/11/2017. Report deadline 07/12/2017.			
1) Bradford District Partnership.	Annual 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 Communitess Plan.		Ian Day/Rebecca Trueman.	
3) Community Cohesion.	Update on projects undertaken in the last 12 months, with key outcomes.To also include Hate Crime and and update and baseline information for Bradford, in comparison with other authorities.	Ian Day/Michael Churley.	Request from Chair.
4) Odeon - Call-In.		Stuart McKinnon-Evans/Michael Bowness.	
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) Taxi Procurement.		Geoff Binnington.	Constitutional requirement.

# 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.			
2) Risk Management across the Council.	Progress report.	Stuart McKinnon-Evans/Mark St Romaine.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 11 January 2017.
3) Call-In.	Strategy for growth in income from Council Tax, Business Rates and Investment.	Martin Stubbs/Ben Middleton.	Constitutional requirement.
4) Odeon.		Stuart McKinnon-Evans/Ben Middleton.	Referral from the Executive.
5) 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 06/02/2018. Report deadline 08/02/2018.			
1) Third Quarter Financial Position Statement.		Andrew Crookham.	
2) Housing Benefit Appeals Backlog.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) Discretionary Housing Payments.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
4) Implementation of Universal Credit across the District.		Martin Stubbs.	Request from Corporate O&S Chair and Deputy Chair.
5) Poverty.	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.
6) 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

Agenda	Description	Report	Comments
<b>Thursday, 22nd March 2018 at City Hall, Bradford.</b>			
Chair's briefing 28/02/2018. Report deadline 08/03/2018.			
1) Prevent Action Plan for the District.	Progress update and also clarification on on reporting progress against Bradford's Prevent Action Plans. Report to also contain a breakdown of grants that are made available for Bradford's Prevent Programme.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 28 September 2017.
2) Members heard that ethnic minorities make up 36% of the Districts population and that this is not representative of the Councils Workforce Profile – grades by ethnicity. The Committee requests that a further report be presented to this Committee which		Michelle Moverley/Simon Jenkins.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
3) DRAFT Terms of Reference.	Managing Attendance Scrutiny	Mustansir Butt.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 22 November 2018.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 19th April 2018 at City Hall, Bradford.</b>			
Chair's briefing 28/03/2018. Report deadline 05/04/2018.			
1) Councils' IT Digital Strategy.		David Cawthray.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 29 June 2016.
2) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	David Cawthray/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) Industrial Services Update.		Peter Keeley.	Request from Members.
4) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

**Agenda**

**Description**

**Report**

**Comments**

# Democratic Services - Overview and Scrutiny

## Scrutiny Committees Forward Plan

### Unscheduled Items

#### Corporate O&S Committee

Agenda item	Item description	Author	Management
1	Drugs and Alcohol Scrutiny Review Progress against the recommendations made against the review recommendations.	Mustansir Butt.	
2	Action Planning from the Joint Review - (Domestic Violence).	Jenny Cryer.	
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	LGA Peer Review. Progress against the Improvement Plan be considered in 12 month time.	Alison Milner/David Greenwood.	
7	Council wide managing attendance.	12 month progress report. Michelle Moverley.	
8	Bradford Councils Workforce Development Strategy 2015-2021. 12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty.	
9	Progress against the Flooding Scrutiny Review recommendations. To also include progress against the Flooding Resilience Action Plan.	John Major.	

## Corporate O&S Committee

### Agenda item                      Item description

10 The impact of leaving the European  
Lisbon being triggered.                      John Ohare.  
Union on the Bradford District.

11 Safer and Stronger Communities                      To be considered in June 2018.  
Performance reporting.

12 Bradford District Safer and Stronger  
Communities Strategic Plan 2017-                      Ian Day/Rebecca  
Communities Strategic Plan 2017-20.  
Trueman.

13 Property Transactions.                      That an item on Property Transactions be added to the work programme, to be considered in February  
2018 and to also include the process of selling assets and buildings

14 CSE.                      That the report be noted and that a further update on the progress of the response to CSE be submitted  
in 12 months time.

15 Families First Programme.                      A progress report be submitted in 12 months time.

16 Equality Objectives.                      12 month progress report.

17 New Ways of Working.                      Scrutiny Review.

18 Domestic Violence Commissioning.

19 Business Rates.

20 Council Tax Collection.

### Author

### Management

Further report be presented within two months of Article 50 of the Treaty of

Rebecca Trueman.

That a progress report on the Bradford District Safer and Stronger

20 be considered in 12 months time, which includes outcomes and indicators.

Ben Middleton.

Mark Griffen.

Martyn Stenton.

Alison Milner/Kathryn  
Jones.

Mustansir Butt.

June/July 2018. Sarah Possingham.

Martin Stubbs.

Mustansir Butt.