



**Agenda for a meeting of the Executive to be held on
Tuesday, 6 November 2018 at 10.30 am in Committee
Room 1 - City Hall, Bradford**

Members of the Executive – Councillors

LABOUR
Hinchcliffe (Chair)
I Khan
Ross-Shaw
Ferriby
Jabar
Farley

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

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To:

A. PROCEDURAL ITEMS

1. 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.*

2. MINUTES

Recommended –

That the minutes of the meeting held on 11 September 2018 be signed as a correct record (previously circulated).

(Jill Bell - 01274 434580)

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

Reports and background papers for agenda items may be inspected by

contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

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

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

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

(Jill Bell - 01274 434580)

4. **RECOMMENDATIONS TO THE EXECUTIVE**

To note any recommendations to the Executive that may be the subject of report to a future meeting. (Schedule to be tabled at the meeting).

(Jill Bell - 01274 434580)

NOTE

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

LEADER OF COUNCIL AND CORPORATE

(Councillor Hinchcliffe)

EDUCATION, EMPLOYMENT AND SKILLS PORTFOLIO & DEPUTY LEADER

(Councillor I Khan)

5. **OFSTED INSPECTION OF LOCAL AUTHORITY CHILDREN'S SERVICES (ILACS)**

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The report of the Chief Executive/ Strategic Director of Children's Services (**Document "Q"**) provides information about the OFSTED ILACS judgement published on 29 October 2018 and the action that the Council has taken and will take in response.

Recommended -

- (1) To note the outcome of the OFSTED inspection.
- (2) To note the plans to deliver rapid improvement and to offer support.
- (3) To refer the report to the Children’s Services Overview & Scrutiny Committee.
- (4) To request that the Portfolio Holder for Children’s Services work with officers to prepare a robust Improvement Plan with the voice of the child at its heart for the next meeting of the Executive in December 2018.
- (5) To invite the Chair of the Children’s Services Overview & Scrutiny Committee to join the formal Improvement Board.
- (6) To request that the Chief Executive identify an appropriate Improvement Advisor to work with the Council and to act as independent chair of the Improvement Board.
- (7) To refer the report to the Corporate Parenting Panel.

(Children’s Services Overview & Scrutiny Committee)

(David Walmsley - 01274 431241)

B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

6. HALF-YEAR PERFORMANCE REPORT

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The report of the Chief Executive (**Document “R”**) provides a summary of progress in the first half of the year against the Council’s key performance indicators.

Recommended –

- (1) That the progress against performance metrics outlined in Document “R” be noted.
- (2) That the new target for Safe, Clean and Active Communities outlined in paragraph 2.6 of Document “R” be agreed.

(Corporate Overview & Scrutiny Committee)

(Philip Witcherley – 01274 431241)

The report of the Assistant Director of Finance (**Document “S”**) provides Members with an overview of the forecast financial position of the Council for 2018-19.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council’s current balances and reserves and forecasts school balances for the year.

Recommended –

That the Executive

- (1) Note the contents of this report and the actions taken to manage the forecast overspend.**
- (2) Approve the creation of a new £0.5m reserve to support the implementation of the Prevention & Early Help structure from April 2019.**
- (3) Approve the following capital expenditure schemes.**
 - **£0.35m for Highways IT Equipment to be funded from a revenue reserve in advance of funding being reclaimed from the West Yorkshire Transport Fund.**
 - **£0.057m for the relocation of the Bradford Soup Run, to be funded from the capital receipt.**
- (4) Note the following has now been reviewed by PAG after approval by Executive in July 2017.**
 - **An additional £4.7m for the redevelopment of the City Centre Markets.**
 - **The relocation of the Coroner’s premises to a new, purpose built Coroner’s Court and office accommodation.**

(Corporate Overview and Scrutiny Committee)

(Andrew Cross – 01274 4368230)

C. PORTFOLIO ITEMS

HEALTHY PEOPLE AND PLACES PORTFOLIO

(Councillor Ferriby)

8. **OLDER PEOPLE'S ACCOMMODATION ACROSS THE DISTRICT AS PART OF IMPLEMENTING THE HAPPY, HEALTHY AND AT HOME VISION**

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The report of the Strategic Director of Health and Wellbeing (**Document "T"**) outlines progress made and proposed plans in the implementation of the integrated system vision Happy, Healthy and at Home, in relation to accommodation and support services for older people. The Care Quality Commission (CQC) system review, completed in February 2018, found there was a clear shared and agreed purpose, vision and strategy described across the system. The vision was articulated throughout all levels of the system. CQC found that the next steps for the system will be to translate the vision into detailed modelling and operational practice.

The proposed plans outlined in the report are in line with enhancing partnerships and integrated service provision to support older people (including people living with dementia) to remain independent for as long as possible and have choice and control about how they live their lives.

Recommended -

- (1) That the business case be completed for the development of a 50-bedded short-term care home on the former site of Neville Grange in Saltaire which is in line with the Bradford integrated health and care partnership community beds strategy implementation plan. The business case is subject to approval at the Council's Project Assurance Group and by the Strategic Director Health and Wellbeing in consultation with the Portfolio holders for Healthy People and Places, and Regeneration, Planning and Transport.**
- (2) The Executive is asked to endorse the plan to develop integrated needs assessment based on wards and constituencies across the Bradford District to be used by the Council, NHS, and other partners as the basis for planning housing developments for older people and market development of the care market.**

The needs assessment will map:

- **demographic profile – older people, learning disabilities, physical disabilities, mental health**
- **health needs profile by Locality**
- **GP practice location/population**
- **current provision of social care paid for by the LA, support at home, extra care, nursing and residential care and day services**
- **voluntary and Community service assets, including community capital assets owned by the Council.**

(Health and Social Care Overview & Scrutiny Committee)

(Lyn Sowray – 01274 432902)

<p style="text-align: center;">CHILDREN AND FAMILIES PORTFOLIO</p>

<p style="text-align: center;"><i>(Councillor Farley)</i></p>

9. ARRANGEMENTS BY THE COUNCIL AND ITS PARTNERS TO TACKLE CHILD SEXUAL EXPLOITATION

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The report of the Strategic Director of Children's Services (**Document "U"**) provides an update to the report presented to the Council Executive on 10th October 2017 and subsequently to the District's Area Committees regarding the issue of child sexual exploitation (CSE). It focuses on the Strategic Response to CSE and how it is used by Bradford Safeguarding Children Board (BSCB) and partners in work to drive improvements across the District's safeguarding partnership and to hold agencies to account for their work in their area.

Recommended -

- (1) The Executive is invited to endorse the contents of Document "U".**
- (2) The Executive shall receive a further update on the progress of the response to child sexual exploitation in 12 months time**
- (3) That subsequent reports will be provided to Area Committees**

(Children's Services Overview and Scrutiny Committee)

(Mark Griffin – 01274 434361)

**NEIGHBOURHOODS & COMMUNITY SAFETY
PORTFOLIO**

(Councillor Jabar)

10. STRONGER COMMUNITIES STRATEGY AND DELIVERY PLAN

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The Strategic Director Place will submit (**Document “V”**) which asks the Executive to consider the draft ‘Stronger Communities Strategy’ and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Recommended –

It is recommended that Executive having considered the Council’s public sector equality duty as set out in Document “V”:

- (1) Note the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership.**
- (2) Support the proposals contained in the Bradford Stronger Communities Strategy and Delivery Plan.**
- (3) Agree to the Council adopting the role of ‘accountable body’ in relation to funding granted by the Minister for Housing, Communities and Local Government (MHCLG) to respond to the initiatives contained in the delivery plan.**

(Corporate Overview and Scrutiny Area)

(Ian Day - 01274 433507)

**REGENERATION, PLANNING & TRANSPORT
PORTFOLIO**

(Councillor Ross-Shaw)

11. STATEMENT OF COMMUNITY INVOLVEMENT REVIEW

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364

The Statement of Community Involvement (SCI) sets out how and when the community will be involved in preparing Local Plan documents for the District including Neighbourhood Plans, as well as how they will be consulted on planning applications.

The Current SCI was adopted in 2008 and has been reviewed and updated to take account of changes in national policy and legislation,

as well as local circumstances. The revised SCI was published for comment in August –September.

The report of the Strategic Director Place (**Document “W”**) sets out the representations received and the Councils response. The Executive is recommended to approve the Revised Statement of Community Involvement.

Recommended -

That the Revised Statement of Community Involvement contained in Appendix 2 to Document “W” be approved and published on the Councils web site.

(Regeneration and Environment Overview and Scrutiny Committee)
(Andrew Marshall – 01274 434050)

12. ON-STREET PERMIT PARKING POLICY REVIEW

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The Council’s current policy on Permit Parking was last updated by the Executive in 2001. A review is required to ensure that the policy reflects current residential and business on-street parking needs and also encompasses lessons learnt through promoting and administering permit parking schemes in the Bradford district in recent years. The report of the Strategic Director, Place (**Document “X”**) seeks approval for a revised On-Street Permit Parking policy.

Recommended -

- (1) That Executive approves the proposed revised policy for the consideration and provision of on-street permit parking places as detailed in Appendix 2 of Document “X”.**
- (2) That the authorisation of exceptions to the core policy criteria sits with the Area Committee and the Strategic Director – Place in conjunction with the Portfolio Holder for Regeneration, Planning & Transport.**

(Regeneration and Environment Overview & Scrutiny Committee)
(Richard Gelder – 01274 437603)

13. EXTENSION OF THE MANDATORY LICENSING SCHEME FOR HOUSES IN MULTIPLE OCCUPATION (H.M.OS)

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388

The purpose of the report of the Strategic Director of Place (**Document “Y”**) is to inform members of the changes introduced to the mandatory licensing scheme for Houses in Multiple Occupation (HMOs) under the Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018 and Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences) (England) Regulations 2018 and to agree the approach that the Council will take relating to the fees and charges for licences under the scheme.

Recommended -

- (1) That Option 3, contained in Document “Y” be approved and:**
- (2) That Mandatory HMO licensing is implemented in line with statutory requirements.**
- (3) That any scale of charges are subject to an annual increase in line with inflation.**
- (4) That the Executive delegates to the Strategic Director, Place in consultation with the Portfolio holder for Regeneration, Planning and Transport the authority to make decisions about any amendments to the Council’s HMO license fees.**

(Regeneration & Environment Overview and Scrutiny Committee)

(Julie Rhodes – 01274 431163)

- 14. MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY** 389 -
402
- To receive the minutes of the meeting of the West Yorkshire Combined Authority held on 2 August 2018 (attached)



Report of the Chief Executive/ Strategic Director of Children's Services to the meeting of Executive to be held on 6th November 2018

Q

Subject:

OFSTED INSPECTION OF LOCAL AUTHORITY CHILDREN'S SERVICES (ILACS)

Summary statement:

This report provides information about the OFSTED ILACS judgement published on 29 October and the action that the Council has taken and will take in response.

Portfolio: Leader/Children and Families

Report Contact: David Walmsley
Phone: (01274) 431241
E-mail: david.walmsley@bradford.gov.uk

**Overview & Scrutiny Area: Children's
Services**

1. SUMMARY

1.1. This report provides a summary of the OFSTED inspection of Bradford's Children's Services, its implications, and the steps that the Council has taken and will take to respond to the judgement.

2. BACKGROUND

2.1 OFSTED carried out an inspection of our Children's Services from Monday 17 September 2018 until Friday 28 September 2018.

2.2 The inspection was carried out under the new ILACS framework. This focuses rigorously on the handling of cases and the experience of children. Inspections have been carried out at 18 local authorities to date using the new framework which reports on the effectiveness of local authority services and arrangements in respect of:

- The impact of leaders on social work practice with children and families;
- The experiences and progress of children who need help and protection;
- The experiences and progress of children in care and care leavers;
- Overall effectiveness.

2.3 OFSTED's inspection and ratings were published on their website on 29 October (see Appendix 1 for the full report). The report recognises that there has been a significant increase in demand for services across all areas at the same time as the loss of a significant number of experienced social workers and managers resulting in over 30 vacancies in the summer. Despite our recognising these challenges, and the putting in place of improvement plans, the report notes that at the time of the inspection, these had not yet delivered the sustained improvements we need. The judgement and grades are summarised below:

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Inadequate

The overall effectiveness grade of inadequate is determined by the grade given in respect of the experiences and progress of children who need help and protection, even though some aspects of the service were seen as strengths (our approach to CSE and missing for example).

2.4 The key areas we need to improve are:

- The identification and response to risk, particularly the longer-term impact of domestic abuse and neglect.
- Clarity about what change is needed by families and by when during proceedings.
- The prioritisation and timely, proportionate responses to contacts, including gaining parental consent.
- Social work practice, including the quality of assessments and plans and their implementation.
- Multi-agency child protection working, including strategy meetings, child protection conferences, core groups and child in need reviews.
- The response to children with specific vulnerabilities, including children aged 16-17 who present as homeless, children privately fostered, as well as the oversight and monitoring of allegations against professionals working with children.
- Sufficiency of local placements to meet the needs of children in care.
- The provision of life-story work for all children in care.
- Completion of mandatory training for all foster carers.
- Supervision of social work staff, which provides direction, to be regular and reflective.

2.5 However, OFSTED also found good practice in some areas, such as our handling of child sexual exploitation, saying:

- “Specialist multi-agency teams robustly address concerns about child sexual exploitation and respond well to incidents when children go missing. Due to the high-quality focused work, the number of children in care who have gone missing, and the frequency of episodes if going missing has greatly reduced.”
- “Senior managers have recognised that there is an increasing complexity in children’s need when they come into care. They have invested in edge of care services to ensure that, wherever possible, children are able to remain with their birth families or be rehabilitated with their families at the earliest opportunity.”
- “In Throughcare teams inspectors saw high-quality and regular contact consistent with the needs of the child, resulting in good progress being made in the delivery of plans.”
- “The vast majority of social workers and staff report that Bradford is a good place to work, with good support, including access to training and workable caseloads.”

Our response to OFSTED's findings

2.6 Bradford MDC is committed to ensuring that all our children have the best possible start in life and the opportunity to fulfil their potential. External scrutiny and challenge is

essential to ensure we deliver on our ambitions for children and in that context, we welcome OFSTED's inspection. At the same time, it is extremely disappointing that OFSTED found that the services we deliver to protect the most vulnerable are not meeting the high standards our children deserve.

2.7 The inspectors acknowledge that Bradford is taking action to overcome issues of recruitment and retention which are a result of national social worker shortages. Bradford has been very open about the pressure that this has put on our services and the implication for the quality of services, for example in respect of the child's experience of their relationship with social care. It has meant that recently our services to children have not always been as good as they should have been. We referred to this in our annual self-assessment and our improvement plan. In recognising the challenges facing the service, Members reinstated £3.569m of planned savings in the 2018/19 budget, as well as making new investments for retaining social workers (£450,000 p.a) and £1m of transitional funding for Prevention and Early Help services.

2.8 In June 2018, OFSTED noted that Bradford had 38 vacancies for social workers. In response we have worked hard to attract newly qualified social workers and people returning to the profession. In September, 25 newly recruited social workers started in Bradford, but it will take some time for them to complete their induction and gain experience.

2.9 Bradford has not shied away from tackling the issues that have emerged in 2018, and we know that we can provide good services for children. We are now determined to deliver the improvements that we had planned at pace, to stabilise our services and to move as quickly as we can to re-establish services that are consistently good. The commitment and support of our partners in the district and everyone who works with children will be vital in helping us make these changes quickly.

2.10 During and after the inspection, immediate and decisive action has been taken to respond to the findings, including:

- establishing a Shadow Improvement Board, chaired by the Chief Executive, which has already started meeting (Terms of Reference at Appendix 2).
- establishing weekly assurance meetings under the leadership of the Portfolio Holder for Children's Services to ensure that all children are safe.
- under the Chief Executive's delegated authority, an immediate uplift in resources of £134,000 has been agreed to provide additional capacity to review cases, managerial capacity and strengthen oversight of decision-making.
- Initiating an immediate review of arrangements at the front-door.

Next Steps

2.11 The Council will be subject to formal intervention by the Department for Education (DfE) until services improve. DfE, under its intervention policy, will issue the Council with an improvement notice and appoint an improvement adviser to work with the Council to make sure rapid progress is made to improve services for children. OFSTED will monitor our progress regularly and we will be subject to a full re-inspection within two years. Key actions and milestones include:

- Creation of a full Children's Social Care Improvement Board (as soon as possible)

Membership and Terms of Reference will need to be approved by both DfE/OFSTED and Executive.

- Produce a draft Statement of Action for discussion at the OFSTED planning meeting.
- Submit a full Statement of Action (Deadline for submission: 4 February 2019).
- Support a monitoring visit (which will take place 3 months after our publication of inspection i.e. January)
- Quarterly monitoring will continue until we have an inspection and move into a different pathway (i.e. are requires improvement to be good or above)

2.12 Councillors and senior officers collectively are committed to making sure that we work rapidly and effectively to improve our services at pace to meet our ambitions for Bradford's children.

3. OTHER CONSIDERATIONS

3.1. None

4. FINANCIAL & RESOURCE APPRAISAL

4.1 As noted in paragraph 2.11, we have already committed £134,000 to address immediate concerns. It will also be necessary to consider the case for additional investment as part of the Budget process.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1. This report is for information only.

6. LEGAL APPRAISAL

6.1 The recent inspection was undertaken under the new Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action planning visit, quarterly monitoring visits and a re-inspection, and also an action plan prepared by the local authority within 70 days of receiving the report.

The Secretary of State has a wide range of powers available following an inadequate judgment, including statutory and non-statutory interventions. The type of intervention is dependent on the severity of the situation, how long the authority has been underperforming, and the perceived capacity for improvement.

S497A Education Act 1996 gives the Secretary of State a wide range of statutory powers if satisfied the local authority is failing to perform its social care functions. These include statutory directions to the local authority aimed at securing adequate performance and also statutory directions requiring the functions to be taken over by others including the

Secretary of State or those nominated by him.

In Bradford's case, the Secretary of State intends to take a non-statutory approach, appointing an improvement adviser and issuing a formal improvement notice. The Department for Education 'Putting Children First – Delivering Our Vision for Excellent Children's Social Care (July 2016) indicates that the Secretary of State will only take the non-statutory route if the evidence does not indicate persistent or systemic failure. The local authority will be involved in discussions regarding the content of the notice and it will clearly specify the issues of concern, the improvement required, how this will be assessed and subsequent steps that may be taken if improvement is not achieved.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Report is for information only. No specific issues.

7.2 SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

7.4 COMMUNITY SAFETY IMPLICATIONS

Report is for information only. There are no specific issues.

7.5 HUMAN RIGHTS ACT

Report is for information only. There are no specific issues.

7.6 TRADE UNION

Report is for information only. There are no specific issues.

7.7 WARD IMPLICATIONS

Report is for information only. There are no specific issues.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

The ILACS inspection provides a comprehensive external assessment of outcomes for Looked after Children. An action plan will be produced to address areas for improvement identified by OFSTED and progress will additionally be reported to the Corporate Parenting Panel.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no specific data protection implications.

8. NOT FOR PUBLICATION DOCUMENTS

Not applicable

9. RECOMMENDATIONS

1. To note the outcome of the OFSTED inspection
2. To note the plans to deliver rapid improvement and to offer support.
3. To refer the report to the Children's Services Overview & Scrutiny Committee
4. To request that the Portfolio Holder for Children's Services work with officers to prepare a robust Improvement Plan with the voice of the child at its heart for the next meeting of the Executive in December
5. To invite the Chair of the Children's Services Overview & Scrutiny Committee to join the formal Improvement Board
6. To request that the Chief Executive identify an appropriate Improvement Advisor to work with the council and to act as independent chair of the Improvement Board
7. To refer the report to the Corporate Parenting Panel.

10. APPENDICES

Appendix 1 – OFSTED Inspection Report

Appendix 2- Shadow Improvement Board Terms of Reference

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City of Bradford Metropolitan District Council

Inspection of children's social care services

Inspection dates: 17 September to 28 September 2018

Lead inspector: Neil Penswick HMI

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Inadequate

Services for children in Bradford have rapidly deteriorated since the last inspection, the Joint Targeted Area Inspection (JTAI), in April 2017. The major contributory factor has been an increased demand for services at the same time as the loss of a significant number of experienced social workers and managers, who left to work for other local authorities. Politicians were made aware of the issues and they committed additional resources to rectify the problems. Improvement plans prioritised the strengthening of the structure of the service, including the recruitment of staff.

Across child protection and children in need services, too many children are not getting the right help they need at the right time. Inspectors found clear evidence of the detrimental impact of changes of social workers and managers, as well as resultant poor practice, leaving children at risk of significant harm.

Senior managers have been addressing the issues and have developed key decision-making panels, have improved quality assurance and have recruited to new teams to better support children in care in particular. Further new key management appointments and social workers have been recruited and are due to start after the completion of this inspection.

This has ensured that most children in care and care leavers are now receiving better support to promote their well-being and improve their outcomes. This has yet to be sufficiently consistent for all children in care. An insufficiency of carers also meant that some children were in placements that did not meet their needs, and this has impacted negatively on them and other children in those placements.

What needs to improve:

- the identification and response to risk, particularly the longer-term impact of domestic abuse and neglect
- clarity about what change is needed by families and by when during pre-proceedings
- the prioritisation and timely, proportionate response to contacts, including gaining parental consent
- social work practice, including the quality of assessments and plans and their implementation
- multi-agency child protection work, including strategy meetings, child protection conferences, core groups and child in need reviews
- the response to children with specific vulnerabilities, including children aged 16 to 17 who present as homeless and children privately fostered, as well as the oversight and monitoring of allegations against professionals working with children
- sufficiency of local placements to meet the needs of children in care
- the provision of life-story work for all children in care
- completion of mandatory training for all foster carers
- supervision of social work staff, which provides direction, to be regular and reflective.

The experiences and progress of children who need help and protection is inadequate

1. Services for children in need of help and protection in Bradford are inadequate because serious failures leave children at risk of significant harm.
2. Children in need of protection are not consistently identified and are not given the right help at the right time to meet their needs. Screening of contacts in the multi-agency safeguarding hub (MASH) is ineffective despite sizeable

commitment from children's services resourcing and partnership investment. Inspectors identified too many children in potentially harmful situations whose cases had been closed by the MASH, or whose cases had been inappropriately stepped down to early help provision, without protective action being taken.

3. Inappropriately, all contacts involve a full duty social work review. Extensive information is obtained and collated from multiple agencies as a matter of routine. Sometimes this is not compliant with national guidance because consent has not been agreed and there are no overriding child protection concerns. This leads to too many children being subject to unnecessary and disproportionate social work processes, while others who need help and protection are not prioritised. Children are inappropriately interviewed by partner agencies, sometimes without parental consent, to gain their views or their versions of events to inform social care decision-making.
4. When risk is identified, strategy meetings, although timely, do not always include representation from all appropriate partners. Multi-agency safety planning is inferred rather than defined while safeguarding enquiries are taking place. Other children do not always have the benefit of timely multi-agency arrangements due to delays progressing to initial child protection conferences.
5. Children do not always receive timely or effective help. The local authority has assumed responsibility for assessing all cases that potentially need early help, and this additional burden delays decision-making when identifying services to help children and their families. All neglect cases are identified as early help, and this does not ensure that children's needs and their safety are at the centre of decision-making. Requests stepped down following MASH screening can take up to three weeks before support services are identified.
6. Social work practice across locality teams varies in both quality and impact. The local authority has heavily invested in an established social work model. However, this is not always enriching social work practice. For example, assessments are not consistently good. Weaker assessments are not always up to date to reflect children's current needs or to appropriately scale risk. Some are too detailed or repetitive without showing understanding of what the world looks like for the child. Resultant plans are not good enough. Most plans have lengthy descriptions of concerns without identifying what needs to happen and by when. Actions are not always linked to the specific risks and needs, and contingency plans are too general.
7. Core groups and child in need meetings share updates on children's current circumstances. However, meetings are not always sufficiently regular. Progress against plans is not always reviewed or changed in order to identify further actions. Children are not always seen by social workers in line with their plans, and this limits their ability to form stable and trusting relationships. This impacts on the timeliness of direct work and actions being

completed. Consequently, some children remain on child protection plans for long periods without their situations improving, or child protection plans are removed too early without their needs being adequately addressed or the impact being tested. The effect of regular changes in social workers, due to staff leaving the authority, further contributes to delays in progressing planning. Mostly, when children are seen regularly by the same social worker, positive changes are made, and children's lives improve.

8. When children's circumstances do not improve, timely alternative decisive action is not always taken. The local authority recognises that the use of the public law outline (PLO) is not robust. Letters identify and list areas of concern. However, actions are not specific enough for families to understand what needs to change and by when to prevent escalation. Some children are in PLO too long without regular review to decide whether alternative action needs to be taken to keep them safe. Some children suffering ongoing neglect do not enter care soon enough. Consequently, some children are left in harmful situations for too long.
9. Vulnerability of some specific groups of children is not always recognised or appropriately responded to. The impact of ongoing neglect or domestic abuse is not always recognised. Homeless 16- and 17-year-olds are evaluated by homeless services, but are not assessed by social workers to ensure that their full needs are identified or that they are appropriately supported, or to ensure that protective action is taken. There is little evidence that these highly vulnerable young people understand their right to become looked after or the longer-term benefits that this would bring. The response to children privately fostered is poor. Their needs are not assessed, and a lack of planning does not ensure that they are appropriately protected and supported. Increased investment in the local authority's designated officer coverage has not yet resulted in consistently effective monitoring of allegations against professionals.
10. Other vulnerable children receive good support. For example, the response to children at risk of child sexual exploitation is a strength. A dedicated multi-agency child sexual exploitation hub ensures a thorough analysis of risk through daily meetings. Work is underpinned by solid information-sharing, detailed research and thorough exploration of all the potential risks. Actions are clear and mitigate risks. Return home interviews are routinely offered and taken up. However, these are not as detailed as those for children who go missing from care. Well-embedded systems ensure that children missing education and those who are electively home educated are safeguarded. Children who are identified as being at risk of radicalisation receive good, tailored support.

The experiences and progress of children in care and care leavers requires improvement to be good

11. Children in care and care leavers are not yet receiving consistently good help to promote their well-being and to improve their outcomes. There had been a decline in the overall quality of services since the last Ofsted inspection. However, actions by managers are addressing the issues and there are evident recent improvements in the support being offered.
12. Senior managers have recognised that there is an increasing complexity in children's needs when they come into care. They have invested in edge of care services to ensure that, wherever possible, children are able to remain with their birth families or are rehabilitated with their families at the earliest opportunity. These initiatives are still in the early stages, but are showing some initial signs of success. Despite overall children in care numbers rising, the Be Positive Pathway aimed at 10- to 17-year-olds, together with the intensive intervention from a specialist children's home, is reducing the numbers of children of this age range needing to be in care.
13. The Children and Family Court Advisory and Support Service and the local Designated Family Judge told inspectors that applications to court are appropriate and accepted. However, the quality of evidence in the reports can vary, resulting in the need for further assessment work to be conducted and delays in a small number of cases. Senior managers have invested in a dedicated court team to support social workers and this is delivering improvements to the quality and timeliness of this work.
14. Most children in care benefit well from the support of social workers. In the locality teams, where children in care receive a service prior to a permanency decision being made, social work contact is not always from the same social worker, and a small number of children experience delays. In the throughcare teams, in the main, inspectors saw high-quality support and regular contact consistent with the needs of the child, resulting in good progress being made in the delivery of plans. In these throughcare teams, social workers know their children well and are focused on achieving positive outcomes for children.
15. Specialist multi-agency teams robustly address concerns about child sexual exploitation and respond well to incidents when children go missing. Due to the high-quality focused work, the numbers of children in care who have gone missing, and the frequency of episodes of going missing, have greatly reduced over the last year.
16. Children's views are always obtained, although they are not always well reflected in their records or plans. Written plans are not always sufficiently specific in identifying the child's needs and the support necessary. However, social workers are, in the main, better able to articulate the focus of the support. Most reviews happen in a timely manner. Inspectors saw excellent formal challenge by Independent Reviewing Officers (IROs) auditing cases

between reviews, as well as during the review, ensuring that where practice is not of a good standard, it is urgently addressed.

17. Bradford local authority is committed to ensuring that, wherever possible, children remain close to their families. This has resulted in some children who had been previously placed a distance from Bradford being returned to live closer to their families. While some children have benefited from this, others have experienced placement breakdown due to poor assessments and decision-making. There have been strenuous efforts made to increase the number of foster carers, and inspectors saw an introduction to foster care event very well attended by interested people from across the communities of Bradford. Commissioning looks at a range of potential placements, including from the private sector. However, there is an insufficient range of local carers, and too many children are being placed in placements that don't meet their needs. This results in them experiencing further instability in their lives. Feedback from foster carers was variable, with some reporting a good level of support, while others who requested to speak to inspectors, described support as being poor. Not all foster carers are provided with mandatory training, including on safeguarding issues.
18. Inspectors saw much good work to ensure that children remain in contact with family and friends. For some children, though, the arrangements are not sufficient to enable continued contact with important people in their lives. Many children do not have the opportunity to undertake life-story work that would enhance their understanding of their histories and about why key decisions had been made about their lives.
19. Children in care are encouraged to keep themselves healthy, and their health needs are appropriately and regularly assessed. However, local child and mental health support is not available in a timely way. Aware of the complexities of children's needs, and to better support placements, senior managers have recently recruited to a new set of posts for children in care – therapeutic social workers – to provide assistance and guidance to social workers and carers to better meet the emotional needs of the most vulnerable children.
20. The virtual school has focused on improving the attendance and outcomes of children in care in partnership with schools and social work colleagues. As a result, attendance has steadily risen over the past five years, and in 2017–2018, attendance was at 96.2% for children in care. No children in care have been permanently excluded and fixed-term exclusions are reducing. This has yet to ensure that children's outcomes by the end of key stages 2 and 4 are good enough, in particular in progress measures. Personal education plans are too variable, with some lacking clear targets for improvement. A strength of the virtual school team is the guidance and advice programme they offer to young people and the different opportunities that are in place through the team to ensure that the most vulnerable young people get personalised

support and advice. This is particularly evident for those in education, employment and training (EET); 84% of 16- and 17-year-old children in care are EET, which is a strong performance and higher than the national average. Children's achievement events celebrate and acknowledge successes and raise aspirations. Inspectors also saw good examples of children being supported to pursue their own hobbies, interests and sports.

21. Permanence is considered, and permanence planning has been improving to ensure that children are living with adoptive carers promptly and under special guardianship orders when these meet their needs. Bradford council is a partner of One Adoption West Yorkshire, a regional adoption agency (RAA). Adoption recruitment, training and support is effective. This ensures that adopters have the right information, knowledge and support to secure permanence for children. Careful matching is supported through life appreciation days which provide adopters with first-hand knowledge of the people who have been significant in the child's life. Adopters receive suitable support and training while they are waiting for an appropriate match. Post-adoption support is carefully considered at the matching stage through individualised support packages coordinated by the adoption team.
22. There is an active child in care council which is proud of its involvement in improving some aspects of service delivery, staff training and recruitment. The members of the council are active in both regional and national children in care council events. The local authority does consult on their views. However, some of the children spoken to by inspectors felt that the consultation was 'tokenistic' rather than meaningful engagement.
23. Children leaving care receive inconsistent support as they move towards independence. All care leavers have allocated social workers until they are 18, with community resource workers (CRW) providing regular support between 18 to 25 years old. However, there was mixed feedback from care leavers who met inspectors. Some reported good relationships with their workers, while others were critical of a lack of support. There are a range of housing options available, including staying put, and the vast majority of young people are in suitable accommodation. Not all care leavers have access to key documents such as their health passports, national insurance numbers and passports, which they will need as they start their life as young adults. Pathway plans are not user friendly and the recording of the young person's voice and engagement in the computer-based planning record is minimal.

The impact of leaders on social work practice with children and families is requires improvement to be good

24. Leaders have been aware of the extent of serious failures in social work practice in Bradford. They have been responding to those issues, some of which, but not all, have been effectively prioritised and challenged, and improvements have been made.

25. In April 2017, the JTAI on the multi-agency response to abuse and neglect in Bradford reported a range of good services that had positively impacted on the lives of vulnerable children. This inspection found that there had been a recent and rapid decline in those services, with some children now being left at risk of significant harm. Other services have continued to offer a better-quality response that meets the varying needs of the children.
26. In the last 12 months, Bradford local authority children's services rapidly lost a high proportion of its most experienced social workers and managers, some of whom left to work in neighbouring boroughs offering better financial returns. This was at the same time as Bradford experienced significant increases in demand across all areas, reflecting the rapid growth of children subject to child protection planning and those needing to be looked after. The numbers of agency and short-term staff increased significantly. External consultants were recruited to evaluate the quality of the services to enable senior managers to fully understand the impact from loss of staff. As a result, a broader audit programme commenced to explore the scale of the problems. At that time, approximately a quarter of all cases were found to be receiving 'inadequate' support and protection. The most recent audits are showing some improvements in the quality of work.
27. Inspectors could clearly see that Bradford local authority children's services responded to the recommendations from the last Ofsted full-service inspection in May 2014, and to the JTAI in April 2017. Documentation, performance data and quality assurance demonstrated the necessary improvements. However, at the time of this inspection, most of those earlier improvements were no longer being sustained. For instance, although the local authority ensured that all initial child protection conferences happened within the national minimum timescales for over two years, the most recent performance has dipped to only 71% of these happening in a timely manner.
28. The SDCS has kept the leader of the council, lead member for children and chief executive fully involved, and they all have a good awareness of the issues in children's services. Well-disseminated management information ensures a good understanding of the performance issues. Additional finance has also been allocated from the council to address the immediate weaknesses and to enable longer-term improvements. For instance, additional managers have been recruited, while whole scale-reviews of the 'front door' to services and the PLO are underway.
29. A service-wide improvement plan has prioritised areas including staff recruitment and continued auditing of casework. This has resulted in an improvement in permanent staffing and a reduction from 38 social worker vacancies to only five. The plan has been further developed, during this inspection, to respond to the issues that inspectors were raising. However, inspectors found there was insufficient prioritisation being given to ensuring

that children's lived experiences were at the centre of the service improvements.

30. Staffing vacancies, and use of agency staff, is an issue in some of the social work teams. The assessment teams and locality teams, which work with children in need and child protection, have seen a rapid changeover of staff, and this has impacted on some children having too many changes of social worker and work not being completed in a timely manner. The throughcare teams, which work with children in care and care leavers, have seen fewer changes of staff and managers, and this has enabled children to build better relationships with their social workers and ensure that work has been completed in a timely manner. Inspectors did see examples of good work throughout children's services, but more consistently in the throughcare teams.
31. Leaders have continued to focus on improving services for children. There is strong partnership sign-up to multi-agency work. For instance, the multi-agency commitment to an established model of social work practice has ensured that over 2,000 staff from different agencies are trained in its use, with many using this in their daily work to promote the welfare of children. There is also a well-located set of early help hubs, financed from core funding with an additional contribution from the National Troubled Families programme, with agencies working together to provide ongoing support to families with lower levels of need. There are good multi-agency services to respond to child sexual exploitation and children who go missing. There are also a number of creative initiatives that the local authority has been developing for children in care, including the Be Positive Pathways, to provide services to prevent children coming into care. Therapeutic social workers have also been recently employed to further address the emotional and mental health needs of children in care. The court team has also improved the quality and timeliness of work done prior to proceedings.
32. The vast majority of social workers and staff met by inspectors report that Bradford local authority is a good place to work, with good support, including access to training and workable caseloads. Formal supervision is not always happening regularly, though, and is not sufficiently reflective. This was recognised by senior managers, who have developed a practice supervisor role to bolster the quality and frequency of management oversight. This has resulted, in particular, in recently qualified social workers now receiving better quality support that addresses their needs.



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BRADFORD MDC SHADOW CHILDRENS SERVICES IMPROVEMENT BOARD**TERMS OF REFERENCE**

The Bradford Shadow Children's Services Improvement Board (SCSIB) will provide the strategic direction and oversight for delivering the required improvements in Bradford's Children's Services. It will develop a work programme in light of the Ofsted judgement and in advance of the creation of the improvement board.

It will provide challenge and rigour to the process whilst ensuring collaboration to achieve and sustain continuous improvement with a focus on core standards, performance, quality, impact and effectiveness of improvement activity. It will retain a continuous focus of the outcomes for children in Bradford district.

Scope and objectives:

The scope and objectives of the Shadow Children's Services Improvement Board are:

- To ensure that Bradford Council takes rapid action to develop and execute an improvement plan to address all issues highlighted by the recent OFSTED inspection.
- Provide oversight and challenge of the development of the Improvement Plan with a particular focus on the pace and scale of progress and impact of activity.
- Create a robust monitoring framework using performance and quality data to ensure that the improvement plan is improving the quality of the service and addressing all concerns raised by OFSTED.
- To develop the governance arrangements for the Improvement board and develop a framework to ensure that the improvement process is informed by the views of front-line practitioners and children, young people and carers.
- To develop internal and external communications plans surrounding the OFSTED announcement on 29 October 2018.

Membership:

The core membership of the Shadow Children's Services Improvement Board will be:

- Chief Executive (Chair)
- Strategic Director of Children's Services
- Strategic Director of Corporate Services
- Director of HR
- City Solicitor
- Deputy Director Education Services
- Assistant Director Office of the Chief Executive
- Assistant Direct Children's Social Care
- Assistant Director Children's Performance and Commissioning
- Children's Social Care Heads of Service
- Head of Policy and Performance.

Frequency:

The Shadow Children's Services Improvement Board will meet weekly until the creation of a full Children's Services Improvement Board

Format:

The agenda and papers will be made available 2 working days in advance of each meeting.

Ways of working:

The Improvement Board will use the ways of working outlined below in guiding its work:

- **Clarity** – ensuring that progress or lack of progress can be clearly understood, and that the welfare of Bradford's children remains as the central focus of the Board's work.
- **Consistent reporting** - of performance data and quality assurance findings
- **Challenge** – effective challenge leading to effective action and impact
- **Rigour** – to show persistence in not letting go of an issue until it is resolved
- **Collaboration** – demonstrating shared responsibility for improvement



Report of the Chief Executive to the meeting of Executive to be held on 6th November 2018

R

Subject:

Half-Year Performance Report

Summary statement:

This report provides a summary of progress in the first half of the year against the Council's key performance indicators.

Portfolio: Leader

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1. SUMMARY

1.1. This report provides a summary of progress in the first half of the year against the Council's key performance indicators. As outlined in the July 2018 Executive report, many of our KPIs have been revised to include areas where we are working with partners, such as the outcomes in the economic strategy and our joint work to address crime and anti-social behaviour in the district.

2. BACKGROUND

2.1. This report provides an assessment across all performance indicators and activity in the first half of the 2018/19 municipal year. There are a number of successes to point to in each of our key outcome areas as shown below.



BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

Bradford has been named as a top emerging destination in the luxury travel guide

Visitor numbers up at key events. For example - Bradford Literature festival up to 70,000 (from 50,000 in 2017) with over half of all festival goers from BAME populations and a 1/3 from households with an income below £20,000.

NEC, a well-known exhibition and conference operator in the UK, have now entered into a lease agreement with Bradford Live. Venue expected to attract 270,000 visitors a year when complete.

A plan to develop city centre markets has been approved.

City Centre Business Improvement District voted for, unlocking investment to improve the quality of Bradford's city centre offer. This means we now have two Business Improvement Districts in our area, in Keighley and in Bradford City Centre.

Manufacturing Week, where students from over half the District's schools took part in over 3,000 work experience opportunities in the manufacturing sector.



DECENT HOMES

The number of new homes delivered in the District are now at the highest level for the last ten years.

The number of homes confirmed as improved in Quarter 1 is well above target and 16.9% higher than for the same quarter last year.

The number of homes improved through tackling disrepair in the private rented sector and supporting vulnerable homeowners to carry out repairs and improvements, is well above target and at the end of Quarter 2, 23.3% higher than the same time last year.

The number of requests for assistance with adaptations to make disabled peoples homes more appropriate for their needs has increased by 50% compared to the same point last year.

Bradford Council has been awarded Empty Homes Practitioner of the year in recognition of work to overcome some significant obstacles to bringing a particularly complex empty property back in to use.



GREAT START, GOOD SCHOOLS

In September, funding was confirmed for the Glasses for Classes trial in 8 schools. This will be delivered in partnership with Varilux who will provide 2 pairs of glasses for all young people who need them in trial schools.

In August, we launched Parents and Partners in learning in three areas (Keighley, Eccleshill/Idle and Tong/Bowling). This aims to improve parent's engagement with their education providers on their children's learning journey.

For our Primary School pupils, our recent results show that there is an increase in the proportion of pupils achieving the expected standard across a range of subjects. However, the gap between Bradford and national performance has remained the same.

GCSE results continue to improve with Attainment 8 narrowing the gap on the national average and Progress 8 showing positive progress and the second best performer in our family group of local authorities.

Some of our schools and academy chains are performing at an exceptionally high level nationally. Dixon has performed particularly well at Progress 8 with Dixons Trinity the 3rd best nationally and Tauheedhal the highest performing nationally. This should bode well for local schools they sponsor

There is also improvement at A-levels and more young people continue to participate in the Industrial Centres of Excellence and Bradford Pathways.



BETTER HEALTH, BETTER LIVES

The Care Quality Commission published a report in June 2018 that praised Bradford Council and the local NHS for their partnership working around health and social care.

The Council has been named by the NHS as the 5th best in the country for the health and social care interface. This is based on a series of measures, including the delayed transfer of care.

The Care Quality Commission ratings have shown a positive improvement in our residential and domiciliary care provision with two care home in the district being recently rated as outstanding.

We have secured funding through our partners and the Leeds City Region Business Rates Pool to develop skills and talent in Bradford District's health and social care workforce.



SAFE, CLEAN AND ACTIVE COMMUNITIES

An 'Integrated Communities Partnership' has been created to develop Bradford's local response to the Government's pilot integrated communities strategy (of which, Bradford is one of five pilot areas). Our response was delivered in partnership with a wide network of individuals and organisations with a track record of working on cohesion and integration initiatives.

Our recycling tonnage has increased. In the first 6 months of the year 17,017 tonnes of kerbside recycling was collected. This is a 22% increase compared to the first half of last year.

In September, there was a host of activity across the District for National Recycling Week. This included roadshows, activity on social media and a newsletter being delivered to over 22,000 residents with information about how to improve recycling rates and reduce contamination.

Six Bradford Parks have now been named as Green Flag parks, making these amongst the best parks in the country. This includes Peel Park, Undercliffe; Harold Park, Low Moor; Lister Park, Manningham; Roberts Park, Saltaire; Central Park, Haworth and Cliffe Castle, Keighley.

Performance Summary

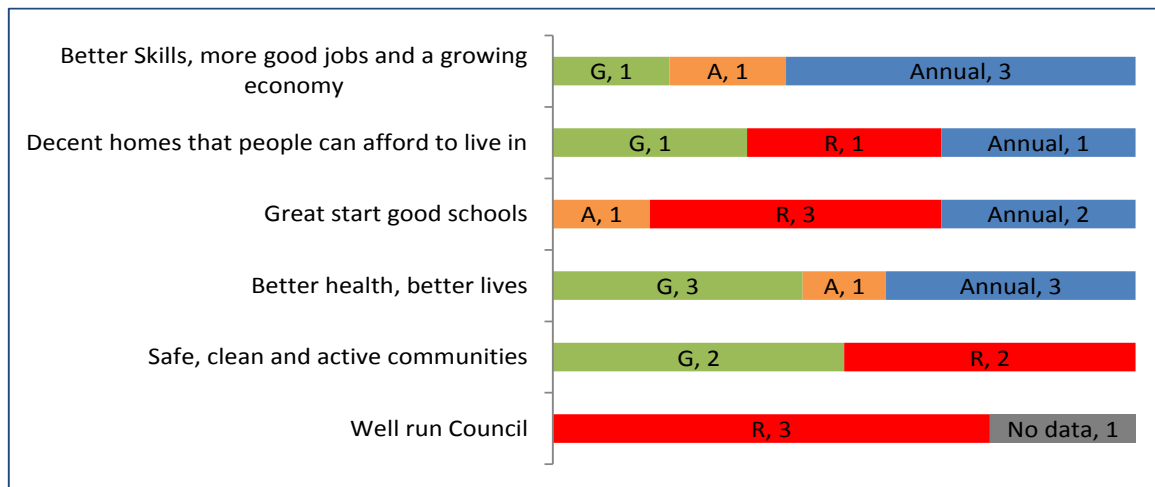
2.2. The rest of this section provides summary data of performance against our headline targets which were set in July 2018 Executive for the 2018/19 municipal year. This report does not include some wider targets, such as the children's imperatives, which are reported separately.

2.3. Figure one outlines overall performance across all measures. **For measures that have changed since the last reporting period**, a red/amber/ green assessment of

current performance is included¹. A full list of **all** headline performance indicators (including those that have not changed in value since the last Executive report in July) is included in Annex A of this report.

2.4. The key measures where the indicators have moved to red or amber are included in figure 2. This includes both the overall performance rating of the target and also the direction of travel. A green direction of travel indicates that the measure has improved since the last reporting period; a red direction of travel indicates that the measure has got worse since the last reporting period.

Figure 1: Performance indicator RAG status by Council Plan Outcomes (All indicators*)



*Blue measures indicate where data is reported annually and it is not possible to provide an update at the time of this report.

¹ Measures are rated amber when there is a 5% variance from the performance target.

Figure 2: Performance indicators which have changed in the last six months

The following indicators are performing well			
Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	The total number of visits to council cultural attractions (markets, museums & libraries)		
02) Decent Homes	Increase the number of homes improved		
04) Better health, Better lives	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s		
	Maintain performance for the number of older people in new care home placements per 100,000 over 65s		
	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+		
05) Safe, Clean and Active Communities	Improve the percentage of people from different backgrounds who get on well together	New Target set in this report	
	Reduce the number of people killed or seriously injured in road accidents		
The following indicators are amber rated (within variance)			
Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	20,000 more people into work in the district by 2030		
03) Great Start Good Schools	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours		
04) Better health, Better lives	Rate of Looked after Children per 10,000 under 18s		
The following indicators are underperforming			
Council Outcome	Description	Status	Direction of Travel
2) Decent homes that people can afford to live in	An additional 2,476 homes delivered per year		
03) Great Start Good Schools	Every school to be judged good or better by September 2021		
	All SEND settings (PRUs and Special Schools) rated good or better		
	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average		
05) Safe, Clean and Active	Reduce Crime Rate per 1,000 people in line with West Yorkshire Average		

Communities	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion		
06) Well Run Council	Ensure year on year savings agreed by council are delivered		
	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.		
	Percentage of Employees with a Disability		

2.5. The current suite of reporting indicator updates in this report does not yet include monitoring of the target on staff appraisal reports. The current system for appraisal and staff management was only launched in the Spring. Training is still ongoing with managers and staff on using this new system. Whilst no reporting is available for this report, HR are now in the process of setting up monthly reporting and challenge sessions with departments to ensure that our target on the number of staff receiving appraisals is being reached.

2.6. A detailed narrative on performance against each of these targets can be found in Annex A.

Performance target setting – Safe, Clean and Active Communities

2.7. At the July 2018 Executive, no target was set for the Safe, Clean and Active Communities objective to “improve the proportion of people in the district who get along well together”. This is because, at the time of the July 2018 executive, it was advised that it was too early to set a target. Now that a full year of data is available, it is recommended we now set a target as an annual target of 51%. This will require the gap in perceptions between Bradford and West Yorkshire to narrow by the end of the year. This target will be kept under review if the West Yorkshire average for this indicator deviates significantly from its current level.

3. OTHER CONSIDERATIONS

3.1. None

4. FINANCIAL & RESOURCE APPRAISAL

4.1. There are no specific financial issues or resource implications arising from this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1. This report is for information only.

6. LEGAL APPRAISAL

6.1. This report is for information only. There are no specific legal issues.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Report is for information only. No specific issues.

7.2 SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

7.4 COMMUNITY SAFETY IMPLICATIONS

Report is for information only. There are no specific issues.

7.5 HUMAN RIGHTS ACT

Report is for information only. There are no specific issues.

7.6 TRADE UNION

Report is for information only. There are no specific issues.

7.7 WARD IMPLICATIONS

Report is for information only. There are no specific issues.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

Report is for information only. There are no specific issues

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues.

8. NOT FOR PUBLICATION DOCUMENTS

Not applicable

9. RECOMMENDATIONS

1. That the progress against performance metrics outlined in the report be noted.
2. That the new target for Safe, Clean and Active Communities outlined in paragraph 2.6 be agreed.

11. APPENDICES

Appendix A – Detailed Performance Information and Reporting

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

1. Detailed Reporting for Performance Measures which are Exceeding the Target.

Theme / Priority:	Skills, Jobs and Economy		
Indicator / Measure detail:	Visitors to council-run museums and libraries		
Target and timescale:	550,000 per month 2018/19	Actual and timescale:	671,587 August 2018
Why is performance at the current level?			
<p>Visitor numbers to council sites have held up against target between April and August 2018. The first half of the year has seen many successful events in the district, this includes:</p> <ul style="list-style-type: none"> Bradford Literature Festival –The Festival has grown in 2018 to a Public and Schools programme of over 469 events and more than 70,000 attendees (20,000 more than in 2017). Over half of attendees were from a BAME background and a third of attendees were from low income households. Bingley music live – with a sell-out crowd of over 40,000 visitors <p>There have been other successes for our local attractions in the first half of the year, including the Alhambra being named by the UKs most welcoming theatre awards as the most welcoming theatre in Yorkshire for the second consecutive year. The district has also been named on the list of top upcoming destinations by the Luxury Travel Guide.</p>			

Theme / Priority:	Decent Homes		
Indicator / Measure detail:	Increase the number of homes improved		
Target and timescale:	250 per quarter 2018/19	Actual and timescale:	291 2018/19 Q1
Why is performance at the current level?			
<p>The number of homes confirmed as improved in Quarter 1 is well above target and is also 16.9% higher than for the same quarter last year.</p> <p>A key driver for this indicator is the number of service requests received by the Housing Operations team. The number of service requests has increased by around 30% over the last 3 years, but the number received in this quarter appears exceptional (32% higher compared to the same quarter last year). It may be that the number of service requests, and by extension performance on this indicator, will return to more normal levels over the following quarters, but given the overall longer term trend, the annual target should still be achieved.</p>			

Theme / Priority:	Better Health, Better Lives			
Indicator / Measure detail:	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s			
Target and timescale:	14.8	2018/19	Actual and timescale:	14.6 2018/19
Why is performance at this level?				
<p>Performance is now in line with our CIPFA peer group. As part of the Home First strategy, There is renewed focus on meeting needs without admission to permanent care home placements and working with people to allow their social care needs to be met in a community based setting allowing people to live more independent and enriching lives.</p> <p>This work encompasses people transitioning from children's services as well as younger adults whose needs require support from Adult Social Care. We envisage that this performance will continue to improve in the coming years.</p>				

Theme / Priority:	Better Health, Better Lives			
Indicator / Measure detail:	Maintain performance for the number of older people in new care home placements per 100,000 over 65s			
Target and timescale:	492	2018/19	Actual and timescale:	492 2018/19
Why is performance at this level?				
<p>Performance is improving on this measure. Performance is now in the top quartile when compared with our CIPFA peer group. As part of the Home First strategy, There is renewed focus on meeting needs without admission to permanent care home placements and working with people to allow there needs to be met in a community based setting to live more independent and enriching lives.</p> <p>We envisage that performance will be maintained at the current level which will continue to reduce the overall numbers of people who live in a permanent care home placements funded by Adult Social care.</p>				

Theme / Priority:	Better Health, Better Lives			
Indicator / Measure detail:	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+			
Target and timescale:	315	Each quarter	Actual and timescale:	308 2018/19 Q1
Why is performance at this level?				
<p>Performance around delayed transfers of care is exceptionally good, both on the overall numbers of delays and also those where responsibility has been attributed to Adult Social Care. Bradford is in the top quartile when compared to our CIPFA peers. Bradford consistently meets NHS England's expected performance levels.</p> <p>Whilst focus needs to remain to ensure that the level of performance is maintained we also need to ensure that positive longer term outcomes are being seen and that the number of avoidable hospital admissions is reduced.</p>				

2.Detailed Reporting - Performance measures for amber rated targets

Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy		
Indicator / Measure detail:	20,000 more people into work in the district by 2030		
Target and timescale:	224,670 by year end	Actual and timescale:	222,300 (August 2018)
Why is performance at the current level?			
<p>The latest data, which is annual to adjust for seasonal variations, shows a reduction in employment in the district for the period April 2017 to March 2018. This is against our economic strategy of a target for a growth in employment.</p> <p>It should be noted that as a survey based indicator, quarterly reported figures can fluctuate and the 3 year trend remains positive for the district.</p>			
How can we make sure things get better?			
<p>This drop in employment numbers should be considered against a fall in the district's working age population. The employment rate in the district increased slightly from 68% to 68.1%.</p> <p>Nevertheless, we are continuing to work with businesses to help promote growth in the district through development and delivery of the economic strategy. We are also working to increase the employment rate in the district by working with the JRF to trial measures that promote employment opportunities for women from BAME backgrounds in the textile industry and the public sector.</p>			

Theme / Priority:	Great Start, Good Schools		
Indicator / Measure detail:	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours		
Target and timescale:	69.8% 2018/19	Actual and timescale:	66.8% 2018/19
Why is performance at the current level?			
<p>Latest EYFS data indicates that Good level of development (GLD) is at 67% down slightly from 68% last year. National provisional data has increased from 71% to 72% which means there is a widening gap. Girls continue to out perform boys (74% GLD for girls compared to 60% for boys). In terms of children eligible for free school meals GLD is at 56% compared to 59% last year. Although Bradford has generally performed better than its statistical neighbours in regard to the FSM measure of GLD, this is a concerning development. The gender gap between boys and girls was particularly marked among children eligible for free school meals, where 48% of boys recorded GLD, compared to 65% of girls.</p>			
How can we make sure things get better?			
<p>The new Prevention/Early Help area teams will have dedicated resource for access and take up to address these issues and will target key wards and FSM children. Support for settings and schools continues to emphasise the need for different approaches to boys' early learning.</p>			

Theme / Priority:	Better Health, Better Lives		
Indicator / Measure detail:	Rate of Looked after Children per 10,000 under 18s		
Target and timescale:	70 looked after children per 1,000 young people	Actual and timescale:	72.1 looked after children per 1,000 young people
Why is performance at the current level?			
Whilst the overall number of looked after children as a proportion of the population has slightly increased, the actual number of looked after children has reduced slightly in the first half of this year. This is reflected in national as well as local trends.			
What are we doing to improve performance?			
Whilst this is our current headline measure for children's social care performance. The recent OFSTED report will mean we need to reflect on how we measure and track children's social care performance.			
As part of the draft improvement plan being tabled for December's meeting of Executive, we will consider the potential introduction of new performance measures..			

3. Detailed Reporting – Performance indicators where target is not currently being met (red rating)

Theme / Priority:	Decent Homes		
Indicator / Measure detail:	An additional 2,476 homes delivered per year		
Target and timescale:	2,476 per year	Actual and timescale:	1,621 (July 2017 to July 2018)
Why is performance at the current level?			
This July 2017 to July 2018 figure is for the rolling 12-months and is an in-year provisional value.			
City and Craven wards saw the greatest increase in numbers of new homes.			
The new National Planning Policy Framework (NPPF) issued in July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing needs. Initial indications suggest that the new standardised method for assessing housing need together with the latest and lower population projections would result in a reduced minimum annual housing need for the District.			
How can we make sure things get better?			
As a result of the changes to national policy, Bradford will be carrying out a partial review of the Core Strategy to revisit the district housing requirement. A new Strategic Housing Market Assessment (SHMA) is being commissioned which will inform the scale, size and type of housing required across the district to meet current and future housing needs.			
A 'Growth Delivery Group' was created in September and tasked with exploring how the Council can best support, enable and encourage housing and economic growth to ensure the supply of homes is the right type, and location to meet demand and the annual housing target. This will entail a dedicated, multi-disciplinary team of officers providing a centre / hub of knowledge and intelligence in respect of development activity in the District			

and the development of 'Housing Delivery Plan' setting out priorities and practical interventions we can take to bring schemes forward and unlock stalled sites. Working groups across a number of themes are being established to take this forward.

Theme / Priority:	Great Start Good Schools		
Indicator / Measure detail:	Every school to be judged good or better by September 2021		
Target and timescale:	88% (2018/19)	Actual and timescale:	72% (September 2018)
Why is performance at the current level?			
<ul style="list-style-type: none"> • We are performing below the national and were improving but the change in Ofsted's approach in August 2018 has caused a drop in the number of schools judged good or better nationally and locally. However our rate of improvement over the last three year period is better than that seen nationally. The decline in 2018 both locally and nationally is due to academised schools' previous judgements being included in the overall figures. • Nursery schools have been performing better than similar schools nationally over the last three years and the rate of improvement significantly better than the national. • Primary schools are still performing significantly below similar schools nationally and the narrowing of the gap with the national has been maintained despite the decline in 2018. The rate of improvement over the last three years is better than that seen nationally • Secondary schools are still performing significantly below similar schools nationally but the gap is narrowing and the rate improvement is better than of the national 			
How can we make sure things get better?			
<p>The Local Authority has worked closely with the Opportunity Area in the identification of 5 local authority maintained schools for the school to school support programme. They have been allocated system leaders who will provide support to each school in the development of a recovery plan from September 2018.</p> <p>Below Floor – There has been a reduction in the number of schools with Below Floor standards. This has improved from 5 schools in 2017 to 3 schools in 2018 (2 local authority maintained and 1 academy). Parklands are working with the Cooperative Trust to address low standards and Lister is receiving School to School support from Exceed Trust to address standards.</p>			

Theme / Priority:	Great Start Good Schools		
Indicator / Measure detail:	All SEND settings (PRUs and Special Schools) rated good or better		
Target and timescale:	86% (2018/19)	Actual and timescale:	73% (September 2018)
Why is performance at the current level?			
<ul style="list-style-type: none"> • Special schools improved and were performing better than similar schools nationally in 2017 but the gap widened in 2018 due to the inadequate school judgement being included in the data • PRUs are still performing significantly below similar schools nationally and the rate of improvement is lower than that seen nationally 			
How can we make sure things get better?			
<p>In order to reverse this position, the Strategic Manager for Education and Learning is taking a lead in the monitoring and evaluation of the school improvement offer in PRUs and Specials. We are in the process of looking for additional resources and the implementation of a more rigorous school improvement programme for our PRUs and Specials. LA intervention and close monitoring through the LA School Improvement Scrutiny Committee is resulting in both Tracks and District PRU taking effective actions to make reasonable progress in the areas needing improvement.</p>			

Theme / Priority:	Safe, Clean and Active Communities		
Indicator / Measure detail:	Reduce Crime Rate per 1,000 people in line with West Yorkshire Average		
Target and timescale:	Reduction in line with West Yorkshire Average	Actual and timescale:	Q4 2017/18 136 per 1,000
Why is performance at the current level?			
<p>Bradford's crime rate is above the West Yorkshire rate of 119 and the rate for comparator areas across England (116 per 1,000 people). The number of crimes reported to the Police has increased by 13% in Bradford over the last year, similar to the 11% increase across West Yorkshire.</p> <p>The rise in crime is mainly within low level violence against the person offences (these make up over a third of the overall crime in Bradford – hence the category pulling the total crime rate up). Improved recording has almost certainly driven this increase, for example if somebody reports that they have been assaulted 5 times in the past by a particular person then it will now be counted as 5 crimes. In the latest release of crime data ONS acknowledges that increases in violent crime are particularly offences that are not 'higher</p>			

harm' such as assault without injury, largely reflect changes in reporting and recording practices.

When you break total crime in Bradford down into its sub categories there are some offence types where the number of crimes have fallen (mainly vehicle crime, theft offences and shoplifting). Internal Police data for the year to date (April 18 – Sept 18) reports a reduction in the number of burglaries (both residential and business/community).

How can we make sure things get better?

The Community Safety Partnership (CSP) has sharpened its focus on the key crime issues for the District with community cohesion issues being picked up through the newly formed Integration Board. Priorities for the Partnership are outlined below and will all contribute towards reducing overall crime rates in Bradford:

Tackling Domestic Abuse and Sexual Violence:

- Continue to commission and deliver services which meet the needs of victims of Domestic Abuse and Sexual Violence
- Continue to target our early interventions to help reduce instances of domestic abuse and sexual violence
- Strengthen the approach to delivering services that are focused on supporting children affected by Domestic Abuse
- Communities and professionals have greater awareness of how to recognise, respond to and recover from domestic abuse and sexual violence.

Tackling Crime and Reoffending

- Dismantle serious organised crime groups and disrupt individuals involved in serious criminality
- Tackle violent extremism
- Reduce the risk of being a victim of a residential burglaries

Tackling Anti-Social Behaviour

- Improve the service received by victims of anti-social behaviour by conducting a review of how partners should respond to anti-social behaviour
- Continue to reduce the number of anti-social behaviour incidents
- Address issues of nuisance and the anti-social use of vehicles including standards of driving and respect on the roads
- We will look to increase our enforcement footprint by extending Community Protection Notice (Warning) powers to Wardens, ASB and PSPO staff.
- Continue to strengthen Neighbourhood Policing across the District by developing stronger relationships with communities with a focus on preventing crime

Increased Neighbourhood Police resources will strengthen the ability to deliver across much of this agenda.

Theme / Priority:	Safe, Clean and Active Communities		
Indicator / Measure detail:	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion		
Target and timescale:	39.85% 2018/19	Actual and timescale:	35% (2017/18 quarter 4)

Why is performance at the current level?

The recycling performance in 15/16 and 16/17 remained below previous years despite improved recycling tonnes collected at both kerbside and via Household Waste Recycling Centres (HWRC). This was due to previous compostable material extracted from our residual waste being disallowed after the first quarter of 15/16 and for all of 16/17. In addition, the waste contractor chose to focus on creating refuse derived fuel (RDF) instead of recycling low quality recyclates extracted from our waste due to depressed commodity prices. RDF does not count towards recycling performance.

The Further 2% (unverified) reduction in recycling performance in 17/18 was due to contamination levels of recyclates running at 40% and the impact of the “beast from the East” storm in early 2018 which saw 3 weeks worth of recyclates having to be disposed of as residual waste in order to catch up on whole district collections.

How can we make sure things get better?

The new residual waste treatment contract will guarantee a 6% contribution to this target due to performance standards built into the contract which when added to our upstream performance at kerbside and HWRC’s, is expected to see the indicator exceed 40% at current performance levels.

In addition, alternative working arrangements at the Material Recycling Facility (MRF) should also see improved recycling rates.

Contamination of recycling bins is our biggest challenge with 40% of all recycled waste being contaminated. The Service is addressing this by way of targeted intervention in known hot spots using the Councils Waste Advisors on the doorstep and a range of leaflets/stickers etc in addition to enforcement.

The service is also currently recruiting volunteers, Community Recycling Champions, to supplement this work in their local areas. 116 Local residents are now signed up.

National Recycling Week, 24th to 28th September was very successful with road shows across the district, daily Twitter posts, the Stay Connected newsletter being sent to 22k residents with links to webpages and interesting articles about how residents can improve their recycling rates and avoid contamination.

Theme / Priority:	Well Run Council		
Indicator / Measure detail:	Ensure spending is within budget and year on year savings agreed by council are delivered		
Target and timescale:	£27.4m by end of 2018-19	Actual and timescale:	Forecast £14.7m achieved by end of 2018-

			19. £12.8m unachieved.
Why is performance at the current level?			
Narrative included in the Qtr 2 Finance Report presented to the same meeting of the Executive as this performance report			
How can we make sure things get better?			
Mitigating action included as part of the Qtr 2 Finance Report			

Theme / Priority:	Well Run Council		
Indicator / Measure detail:	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.		
Target and timescale:	9.76 2018/19	Actual and timescale:	13.57 2018/19
Why is performance at the current level?			
New sickness performance targets have recently been agreed: The number of cases raised when an employee meets a short or long term sickness review point, the proportion of short term sickness cases resulting in formal action and the case duration of long term sickness absence cases.			
How can we make sure things get better?			
<p>The HRplus service continues to provide advice, support and coaching to managers on effective sickness management. The service proactively supports managers to manage sickness absence and ensure consistency of application of procedures across all Departments. Managers are sent email alerts notifying them when an employee reaches a sickness absence review point, and advising them to raise a case with HRplus so that they can receive the necessary advice and support to effectively manage the case.</p> <p>Our HR Business Partners present and discuss management information at Departmental Management Teams, encouraging Departments to take appropriate action to manage sickness in their areas.</p> <p>In Autumn 2017 a front loaded programme of initiatives commenced to build manager capability to help reduce sickness in support of the Wellbeing Strategy. Circa 250 managers have been through a programme of workshops, including managing mental health in the workplace. The HRplus portal has been developed with dedicated advice pages relating to mental health, with further developments to be delivered.</p>			

Theme / Priority:	Well Run Council		
Indicator / Measure detail:	% of employees with a disability		
Target and timescale:	5.4% by 2020	Actual and timescale:	3.97% 2018/19 Q1
Why is performance at the current level?			

The figure is slowly increasing. The increase could partially be down to a positive campaign to get people to update their information and also with the Council being awarded Level 1 Disability Confident status.

How can we make sure things get better?

In support of the Council Wellbeing Strategy, we will continue to work on breaking down any stigma relating to disability through a number of initiatives including applying for Level 2 of the Disability Confident award. Staff will be regularly reminded to update their status relating to disability.

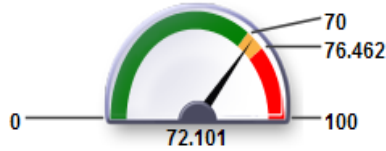
4. KEY PERFORMANCE INDICATORS WHERE THERE HAS BEEN A CHANGE IN THE LAST 6 MONTHS (Amber Ratings represent a 5% variation from the original target)

Better Skills, More Good Jobs and a Growing Economy																					
<p>The total number of visits to council cultural attractions (markets, museums & libraries)</p> <p>August 2018 result</p> <table border="1"> <tr><th>Value</th><th>Color</th></tr> <tr><td>522,500</td><td>Red</td></tr> <tr><td>550,000</td><td>Yellow</td></tr> <tr><td>671,587</td><td>Green</td></tr> <tr><td>873,100</td><td>Blue</td></tr> </table>	Value	Color	522,500	Red	550,000	Yellow	671,587	Green	873,100	Blue	<p>20,000 more people into work in the district by 2030</p> <p>August 2018 result</p> <table border="1"> <tr><th>Value</th><th>Color</th></tr> <tr><td>213,437</td><td>Red</td></tr> <tr><td>222,300</td><td>Yellow</td></tr> <tr><td>224,670</td><td>Green</td></tr> <tr><td>292,100</td><td>Blue</td></tr> </table>	Value	Color	213,437	Red	222,300	Yellow	224,670	Green	292,100	Blue
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<p>All SEND settings (PRUs and Special Schools) rated good or better</p> <p>September 2018 result</p> <table border="1"> <tr><th>Value</th><th>Color</th></tr> <tr><td>81.7%</td><td>Red</td></tr> <tr><td>73%</td><td>Yellow</td></tr> <tr><td>86%</td><td>Green</td></tr> <tr><td>100%</td><td>Blue</td></tr> </table>	Value	Color	81.7%	Red	73%	Yellow	86%	Green	100%	Blue	<p>By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average</p> <p>2018/19 result</p> <table border="1"> <tr><th>Value</th><th>Color</th></tr> <tr><td>61%</td><td>Red</td></tr> <tr><td>60%</td><td>Yellow</td></tr> <tr><td>64%</td><td>Green</td></tr> <tr><td>83%</td><td>Blue</td></tr> </table>	Value	Color	61%	Red	60%	Yellow	64%	Green	83%	Blue
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Better Health, Better Lives

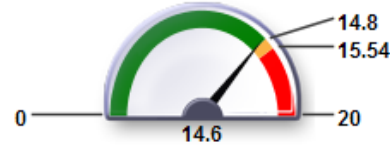
Rate of Looked after Children per 10,000 under 18s

August 2018 result



Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s

2018/19 result



Maintain performance for the number of older people in new care home placements per 100,000 over 65s

2018/19 result



Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+

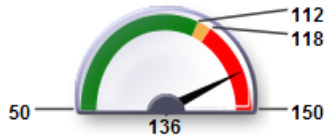
2018/19 result



Safe, Clean Active Communities

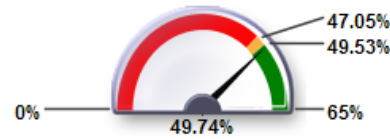
Reduce Crime Rate per 1,000 people in line with West Yorkshire Average

Latest result for 2018/19 as of Q4 2017/18

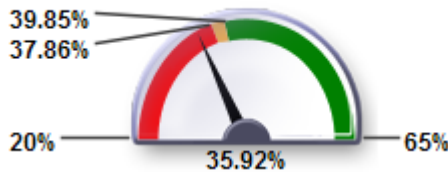


Improve the percentage of people from different backgrounds who get on well together

Q1 2018/19 result



Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion
Cumulative result for 2017/18 as of Q3 2017/18



Reduce the number of people killed or seriously injured in road accidents
2017/18 result



Well Run Council

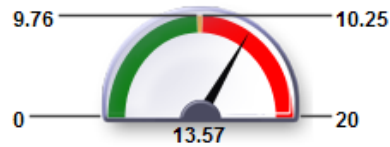
Ensure spending is within budget and year on year savings agreed by council are delivered

Q2 2018/19 result

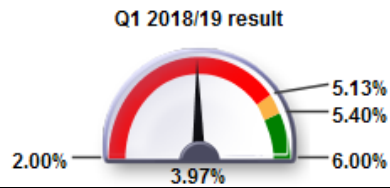


Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.

2018/19 result



Percentage of Employees with a Disability



5. Full list of performance indicators

Skills, Jobs and Economy	
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average	Median earnings of employees in the area
20,000 more people into work in the district by 2030	The total number of visits to council cultural attractions (markets, museums & libraries)
48,000 additional number of people in the district with NVQ level 3 and above by 2030	
Decent Homes	
An additional 2,476 homes delivered per year	Ensure statutory homelessness remains below the England average per 1,000 households
Increase the number of homes improved through council interventions	
Good Start, Great Schools	
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours	All SEND settings (PRUs and Special Schools) rated good or better
Every school to be judged good or better by September 2021	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
Continue to improve on the positive KS4 Progress 8 measure	Reduce percentage of unauthorised absences across all phases
Better Health, Better Lives	
Rate of Looked after Children per 10,000 under 18s	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s
Reduce childhood obesity rates at year 6 to statistical neighbour average – excess weight	Maintain performance for the number of older people in new care home placements per

	100,000 over 65s
Increase the percentage of adults who are physically active to the regional average	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+
Improve fraction of mortality due to air quality to the regional average	
Safe, Clean and Active Communities	
Reduce Crime Rate per 1,000 people in line with West Yorkshire Average	Reduce the number of people killed or seriously injured in road accidents
Improve the percentage of people from different backgrounds who get on well together	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion
Well Run Council	
Ensure spending is within budget and year on year savings agreed by council are delivered	Number of performance reviews completed performance reviews
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	Percentage of Employees with a Disability



Report of the Director of Finance to the meeting of the Executive to be held on 6th November 2018.

S

Subject:

Qtr. 2 Finance Position Statement for 2018-19

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2018-19.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current balances and reserves and forecasts school balances for the year.

Andrew Crookham
Director of Finance

Portfolio:

Leader of the Council and Corporate

Report Contact: Andrew Cross
Business Adviser Management
Accounting
(01274) 436823
andrew.cross@bradford.gov.uk

Overview & Scrutiny Area:
Corporate

QUARTER 2 FINANCIAL POSITION STATEMENT FOR 2018-19

1.0 INTRODUCTION

This report is the second monitoring report presented to Members on the Council's 2018-19 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2019.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where significant issues have been identified.
- The delivery of 2018-19 approved budget savings plans.
- A statement on the Council's reserves including movements in the 2nd quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.

2.0. MAIN MESSAGES

Revenue Budget & Savings Tracker

- Based on September 30th 2018 projection, the Council is forecast to overspend the £358.1m net budget by £6.1m. (£5.8m at Qtr 1).
- The Department of Health and Wellbeing (formerly Adult Services and Public Health) is forecast to overspend the £103m net expenditure budget by £6.9m. This is mainly due to a forecast underachievement of the 2018-19 savings in Adults Social Care. The Medium Term Financial Strategy is assuming that planned Adult Social Care budget savings will have to be reduced as part of the 2019-20 budget setting process.
- The Department of Place is forecast to overspend the £64.1m net expenditure budget by £4.3m. The overspend is largely attributable to;
 - A £3.2m overspend on Waste Management comprised mainly of a £1.7m over spend in Waste Disposal and a £1.3m overspend in Waste and Recycling Collection.
 - A continuing £0.6m overspend on Sports Facilities caused mainly by higher than budgeted employee's expenditure.
 - A £1.0m overspend on Street Lighting caused mainly by energy pass through costs and underachieved savings.
 - A £0.3m underachievement on Building Control trading income.
 - A £0.4m overspend in the Highways Delivery Unit linked in part to underachieved savings.
 - The overspends outlined above are partly offset by underspends in other parts of the Department.
- Children's Services are forecast to overspend the £93.3m net expenditure budget by £2.5m. The overspend is largely due to;
 - A £2.7m overspend on the £8.1m external purchased placements budget due to higher numbers of placements for Looked After Children. The overspend includes £0.25m linked to outstanding income where health partners make a contribution to Children's care packages.
 - A £1m overspend on the £8.6m Social Work staffing budget due to difficult to fill vacant posts being covered by Agency staff.
 - A £0.5m overspend on the £4.8m In-House residential home budget due mainly to the use of overtime, agency and casual staffing to cover vacancies and sickness.
 - The above overspends are partly offset by underspends in Education and Learning due to one off Prevention and Early Help savings in advance of next

years planned budget reductions.

- The underspend in Education and Learning does however include a £0.6m pressure in relation to Special Educational Needs and Disability (SEND) traded services (£1m full year effect).
 - Elsewhere on the agenda, there is a report detailing the outcome of an OFSTED Inspection of Local Authority Children's Services (ILACS). In response to the judgement, the Council has committed a further £134k to address immediate concerns. It will also be necessary to consider the case for additional investment as part of the upcoming Budget process.
-
- Travel Assistance is a service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place. £4.8m of budget savings are still to be delivered. The underachievement is currently being offset by Corporate Contingencies.
 - Departmental plans to mitigate the issues are outlined in Section 3 Services Commentaries.
 - The Leadership Team will oversee Departmental plans and actions that will seek to address the overspend and underachieved savings. Alongside this, further crosscutting mitigations will be considered. A Corporate spending control panel has also been established for the approval of staff recruitment, and consultant spend.
 - The above overspends in Health & Wellbeing, Children's Services and the Department of Place totalling £13.7m are partly offset by
 - £3.0m of corporate contingencies
 - £2.0m of forecast lower redundancy costs.
 - £1.2m of capital financing underspend linked to the change in MRP policy
 - £1.0m of other centrally held underspends.
 - £0.3m underspend in Corporate Resources
 - Any Council wide overspend at year end will have to be funded from reserves.

Reserves

- At 30th September reserves stand at £164.7m (Council £144.2m and Schools £20.5m). Net movements in reserves have led to a £2.5m decrease in reserves since quarter 1. Section 4 details reserves.
- Unallocated reserves stand at £14.5m. This is equivalent to just 1.7% of the Council's gross budget excluding schools.
- School balances are currently £20.5m but are forecast to reduce to £9.2m by March 2019.
- Hanson School was £3m in deficit at the end of 2017-18 and the deficit is forecast to increase to £4.1m by the end of 2018-19. The Council is working with the school, the Department for Education and the Regional Schools commissioner to identify options to resolve the issues.

Capital Expenditure

- Regarding Capital Expenditure, the latest forecast of expenditure for 2018-19 for the Capital Investment Plan (CIP) is £109.2m, compared to a revised budget of £154.4m. Spend incurred at 30th September is £35.2m. The Council will endeavour to maximise spending on the programme in 2018-19 but some projects and their

sources of funding may carry over and result in profiling budgeted spend into future years.

- New schemes that are recommended to be added to the Capital Investment Plan include;
 - £0.35m for Highways IT equipment to produce technical engineering drawings. This scheme seeks temporary short term funding from revenue reserves in advance of funding from the West Yorkshire Transport Fund.
 - £0.057m for the relocation of a Soup Kitchen to be funded by a capital receipt generated by the sale of land.
- Schemes to be noted as previously approved by Executive:
 - An additional £4.7m for the redevelopment of the City Centre Markets was approved by Executive in July 2018.
 - Relocation of the Coroner's accommodation, this scheme was approved by Executive in July 2018.

Council Tax and Business Rates Collection

- Regarding Council Tax and Business Rates, the Council will receive in 2018-19 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2019-20, so only impacts on next financial year. However, no significant variance is forecast for Council Tax or Business Rates.

2. COUNCIL REVENUE FORECAST

2018-19 Revenue Forecast as at 30th Sept 2018

The Council's approved net revenue budget of £358.1m is forecast to overspend by £6.1m. There are however a number of significant departmental budget variances as outlined.

In the Tables below, we show the planned and budgeted results from two perspectives.

Table 1a shows spending by Department, reflecting the Council's internal management accountabilities. Budgets are allocated to Directors who are accountable for their departmental expenditure.

Table 1a – Revenue forecast by department

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	216.4	224.1	7.7	-113.4	-114.2	-0.8	103.0	110.0	6.9
Children's Services	485.9	488.5	2.6	-392.6	-392.7	-0.1	93.3	95.8	2.5
Department of Place	116.9	123.5	6.6	-52.8	-55.2	-2.4	64.1	68.3	4.3
Corporate Resources	254.4	252.5	-1.9	-211.0	-209.4	1.6	43.4	43.1	-0.3
Chief Executive	4.1	4.1	0.0	-0.1	-0.1	0.0	3.9	3.9	0.0
Non Service Budgets	6.6	6.6	0.0	-0.8	-0.9	-0.1	5.8	5.7	-0.1
General Fund	79.2	71.9	-7.3	-34.6	-34.6	0.0	44.6	37.4	-7.2
Total Council Spend	1,163.5	1,171.2	8.2	-805.3	-807.1	-1.8	358.1	364.2	6.1

Table 1b shows the income and expenditure of the Council by priority outcome which reflect the alignment of resources with the priorities of the Council and the District as set out in the respective Council and District Plans. In essence the activities the Council undertake contribute to the delivery of the outcomes.

Table 1b – Revenue forecast by Council Plan Outcomes

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Council Plan Outcomes									
Better Health Better Lives	437.5	450.4	12.9	-270.8	-272.5	-1.7	166.7	177.9	11.2
Better Skills, More Good Jobs And A Growing Economy	94.1	97.1	3.0	-49.6	-51.5	-1.9	44.5	45.6	1.1
Safe, Clean And Active Communities	59.3	62.0	2.8	-19.7	-19.5	0.2	39.6	42.5	2.9
A Great Start And Good Schools For All Our Children	420.4	418.8	-1.5	-394.5	-394.0	0.6	25.8	24.9	-1.0
Decent Homes That People Can Afford To Live In	4.2	4.0	-0.2	-0.7	-0.7	-	3.6	3.4	-0.2
A Well Run Council	86.3	84.6	-1.6	-31.4	-30.3	1.1	54.9	54.4	-0.5
Non Service, Fixed and Unallocated	61.8	54.2	-7.5	-38.7	-38.6	-0.0	23.1	15.6	-7.5
Total Council Spend	1,163.5	1,171.2	8.2	-805.3	-807.1	-1.8	358.1	364.2	6.1

2.2 Delivery of Budgeted Savings proposals

The combined budget savings of £20.6m in 2018-19 brings the total savings the Council has had to find in the eight years following the 2010 Comprehensive Spending Review (CSR) to £261.7m.

The 2018-19 budget includes £20.6m of new budget reductions, however £6.8m of prior year underachieved savings have carried forward into 2018-19, meaning that £27.4m of savings will need to be delivered in 2018-19.

In tracking progress made against each individual saving proposal, £14.6m (53%) of the £27.4m is forecast to be delivered, leaving £12.8m that is forecast not to be delivered.

Saving Tracker

	Prior year underachieved Savings outstanding at 31/3/18	2018/19 New Savings	Total Savings 2018/19	Forecast Variance 2018/19	Total Savings 2019-20 ¹
Health & Wellbeing	0.8	12.4	13.2	6.1	13.1
Children's Services	0.0	0.5	0.5	0.1	4.1
Place	1.3	3.6	5.0	1.4	3.7
Corporate	0.0	3.5	3.5	0.4	2.3
Corporate (CEO)	0.0	0.5	0.5	0.0	0.1
Non Service Budgets & Cross Cutting	0.0	0.0	0.0	0.0	0
Travel Assistance	4.8	0.0	4.8	4.8	0
Total	6.8²	20.6	27.4	12.8	23.3

Although the forecast underachievement is lower than last year, it is higher than prior years.

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	12.8 (Forecast)

The planned savings that are at risk of not being delivered in full are outlined in Section 3 Service Commentaries.

¹ Additional budget savings for 2019-20 will be required in line with the Medium Term Financial Strategy

² Underachieved savings from prior years include the value of underachieved savings from 2017/18 that were not achieved by 31/3/2018.

3. SERVICE COMMENTARIES

3.1 Health and Wellbeing

- The Department of Health and Well Being is forecast to overspend the £103m net expenditure budget by £6.9m (£7.0m at Qtr 1), all of which falls within Adult Services.

	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Health & Wellbeing							
Operational Services	104.7	106.4	-42.5	-42.6	62.2	63.8	1.6
Integration & Transition	10.1	10.7	-1.8	-1.9	8.2	8.7	0.5
Learning Disabilities	59.0	62.3	-24.1	-24.7	34.9	37.6	2.7
Strategic Director	-1.6	0.7	-1.4	-1.5	-3.0	-0.8	2.2
Public Health	44.1	44.0	-43.4	-43.5	0.7	0.6	-0.1
Total	216.4	224.1	-113.4	-114.2	103.0	110.0	6.9

- The overspend largely results from a £5.7m under achievement of the £8m 2018-19 demand management saving, and recurrent pressures from 2017-18. The main financial issues and mitigating actions are outlined below:

1) Learning Disabilities (£2.7m overspend)

- The table below shows that Learning Disability services are being transformed in line with the strategy of reducing residential and nursing care and caring for people in the community.

Average Population	2016-17	2017-18	2018-19
Residential	134	127	129
Residential Block Contract	53	49	48
Nursing	18	16	15
Nursing Block Contract	60	44	43
Residential & Nursing	265	236	235
Day Care	1,007	932	929
Direct Payments	389	430	450
Home Care	471	460	417
Supported Living	226	226	234
Community Care	2,039	2,048	2,030
Total	2,304	2,284	2,265

- The transformation has not gone as far as planned, and the service is forecast to overspend the £34m net expenditure budget by £2.7m; the main areas of concern are:

- LD Residential Fees** is forecast to overspend the £8.0m net expenditure budget by £2.2m due to a combination of unachieved savings (£1.7m) and a recurring pressure from 2017-18. Total spend is however forecast to be £0.1m lower than last year.

In Year Mitigation

- The service is continuing to review client packages of care and are working closely with the NHS to share the cost of high cost placements where there is a likelihood of clients being eligible for Continuing Health Care support.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

Future Mitigation

- A number of housing schemes are in development that once complete will be an alternative to residential care, enabling people to live in their own tenancies with more choice and control.
- The overspend/ delay in the delivery of savings is also being reassessed, and the results will feed in to the 2019-20 budget setting process.

1.2) LD Nursing Fees are forecast to overspend the £4.4m net budget by £0.9m; this is a recurrent pressure from 2017-18, primarily associated with a nursing block contract arrangement.

Mitigation

- Work is on-going to change the model of care from nursing to supported living which will result in a reduced cost base for the Council. It is likely that this work will be complete by early 2019 and a balanced budget should be delivered in 2019-20. The forecast overspend in 2018-19 is however unlikely to change significantly before year end, and consequently the overspend will be funded by other parts of the Department/ Council.
- The Learning Disability overspends above are being partly offset by underspends in Learning Disability Home Care.

2) Commissioning Savings (£2.1m unachieved)

- Part of the department's £8m demand management saving is a £2.1m saving regarding efficiencies in contracts (5A7) which remains unachieved. Work is ongoing to identify how this saving will be achieved but it is unlikely that the saving will be delivered in 2018-19.

In Year Mitigation

- Current contract arrangements are being reviewed with Legal Services and providers to ensure service provision aligns with the departments strategy.
- There is however currently no estimate of the likely financial impact of this in 2018-19.

Future Year Mitigation

- The overspend/ delay in the delivery of savings is also being reassessed, and the results will feed in to the 2019-20 budget setting process.

3) Older People and PD Purchased Care (£1.8m overspend)

- The table below shows that Older People and Physical Disability services are being transformed in line with the Home First strategy which seeks to keep people independent and at home, rather than in Residential and Nursing care

Average Population	2014-15	2015-16	2016-17	2017-18	2018-19
Total Residential and Nursing – Older People	1,368	1,289	1,234	1,113	1,005
Total Residential and Nursing – Physical Disabilities	83	85	76	115	103
Total Residential and Nursing	1,451	1,374	1,310	1,228	1,108
Total Community Care – Older People	1,521	1,530	1,609	1,816	1,856
Total Community Care – Physical Disabilities	370	335	353	261	268
Total Community Care	1,891	1,865	1,962	2,077	2,124
Total	3,342	3,239	3,272	3,305	3,232

- The pace of change is not however sufficient to balance the budget, and the Older People (OP) and Physical Disabilities (PD) net expenditure budget of £31.1m is forecast to overspend by £1.8m.
- This budget area has had two budget savings totalling £3m attributed to it in 2018-19. A £1m demand management saving, and the £2m Access Saving (5A6).
- Activity data at the half year is showing a forecast reduction of 120 residential and nursing clients resulting in a £2m full year cost reduction. This however has been partly offset by an increase in 2,110 homecare hours per week (from 20,510 hours in 2017-18, to a forecast of 22,620 in 2018-19) due to the department's strategy of keeping people at home.
- Taking into account the increase in home support hours and number of clients, £1m of savings have been delivered, however the £2m Access saving is forecast to be unachieved in 2018-19.

In Year Mitigation

- The department is working to reduce the overall demand for homecare by continuing to embed the community led support strategy, working with the NHS where a client has a health need and will be eligible for Continuing Health Care.
- These mitigations could reduce the £2.0m forecast overspend in the second part of the year.

Future Year Mitigation

- The deliverability of Demand Management savings are being revisited. The findings will feed into the 2019-20 budget setting process.

4) Integration and Transitions Staffing overspends (£0.9m)

- Within Integration & Transitions, the employee budget is forecast to overspend by £0.9m. This is due to a significant number of temporary posts which have been required in order for the department to meet the statutory obligations for Safeguarding Adults.

- A business case for additional funding has been prepared and presented to management; and will feed into the 2019-20 budget process.

Remaining Department

- Other than the specific mitigating actions outlined in the above sections, the forecast overspends are being partly offset by underspends in other parts of the department in 2018-19.
- The Government has recently announced further funding for the Health and Social Care sector in 2018-19, however the value and conditions linked to the funding are not yet known, and consequently this has not been factored into the forecast.
- Based on the current forecast, the £6.9m overspend will have to be funded from other parts of the Council in 2018-19.
- Further options to mitigate the main issues in the longer term are being examined as part of the IMPOWER System Review and 2019-20 budget setting process.
- The current Medium Term Financial Plan (MTFP) assumes the time limited element of the Better Care Fund grant will not continue beyond 2019-20. Furthermore, the MTFP also makes provision to reduce the value of future years Adults savings. Current indications show that the MTFP assumptions may have to be revised further as part of the 2019-20 budget process.

3.2 Children's Services

- Children Services are forecast to overspend the £93.3m net expenditure budget (£485.9m Gross budget) by £2.5m (£1.4m at Qtr 1). The £0.5m of budgeted savings are forecast to be delivered as planned

Children's Services	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.4	0.4	0.0	0.0	0.4	0.4	-0.1
Children's Social Care	64.9	69.4	-4.8	-5.4	60.1	63.9	3.9
Education & Learning	67.1	65.5	-46.9	-46.4	20.2	19.1	-1.1
Performance, Commissioning & Partnerships	63.9	63.6	-48.7	-48.5	15.3	15.1	-0.2
Schools	289.5	289.6	-292.2	-292.3	-2.6	-2.7	0.0
Total	485.9	488.5	-392.6	-392.7	93.3	95.8	2.5

- The main Children's Services financial issues are in Children's Social Care, and these include:

1) External Purchased Placements (£2.7m overspend)

- The £8.4m external purchased placements budget is forecast to overspend by £2.7m. The overspend has increased by £1.4m since quarter 1 mainly due to increasing number of children being placed in external Foster placements.
- The table below shows how the numbers of Looked After Children, and Children requiring support has increased in recent years, resulting in increased costs.

Type of Placement	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Qtr2	% Increase from 2012-13
Placed with Parents	90	82	84	86	119	117	126	40%
Placed for Adoption	39	53	63	38	24	25	28	-23%
Friends and Families	201	189	218	206	232	235	284	37%
Foster Parents	386	383	349	365	365	371	354	-8%
Fostering Agencies	39	37	32	32	38	57	87	123%
Residential Care (In House)	60	70	68	63	58	51	42	-30%
Residential Care (Ext)	40	41	46	50	47	42	40	0%
Other	34	32	37	34	48	62	63	85%
Sub Total (Number of Children Looked After)	889	886	897	874	931	960	1,024	15%
Residence Orders	78	81	65	69	59	46	41	-47%
Adoption Orders	213	224	270	271	260	247	239	12%
Special Guardianship Orders	122	157	240	277	304	320	324	166%
Sub Total (Chd in Permanent Arrangements)	413	462	575	617	623	613	604	46%
Total Children Receiving Support	1,302	1,348	1,472	1,491	1,554	1,573	1,628	25%

- The overspend includes £0.25m linked to outstanding income where health partners make a contribution to Children's care packages.

In Year Mitigation

- The service is placing children in less costly external fostering instead of external residential placement where appropriate.
- A new project to move placement coordination into the commissioning team in Performance Commissioning and Partnerships has been initiated. This will enable commissioning expertise to support the procuring of placements, and reduce the cost of placements.
- The service is also continuing to work with other nearby authorities to maximise respite capacity.
- Discussions with health partners to resolve outstanding contributions are on-going.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.

2) Social Work Services

- Social Work services are forecast to overspend the £8.6m budget by £1m as a result of agency staff being used to cover difficult to fill vacant posts.

Mitigation

- Children's Social Care are actively recruiting to vacant Social Work posts to reduce the spend on agency Social Workers. The service has also introduced a retention payment scheme (commencing January 2019) to reduce staff turnover.
- The above mitigations are not however expected to significantly alter the forecast overspend in year.

3) In-House Residential Care

- In-House Residential Care is forecast to overspend the £4.7m net budget by £0.5m. This is due mainly to the use of overtime/ agency / casual staffing to cover for vacancies and sickness, and some unbudgeted premises costs.

Mitigation

- Rotas are under review to reduce overtime use, and posts are being recruited to in order to reduce agency costs.

Within Children's Social Care, the above overspends are partly offset by forecast underspends on the Legal/Court cost budget of £0.3m; support costs for children with disabilities (£0.1m), and commissioning budgets on Targeted Early Help services (£0.2m).

Remaining Department

- The overspend in Children's Social Care, is partly offset by underspends in other parts of the Department.
- Performance Commissioning and Development are forecast to underspend the £15.3m net expenditure budget by £0.2m as a result of staff vacancies.
- Education and Learning is also forecast to underspend by £1.1m.
- £0.3m results from lower pension payments to former teachers and lecturers due to a reduction in claimants, and £0.4m results from vacancies across the service.
- The Inclusion Services within Education & Learning is forecast to underspend by £0.4m. However, this is made up of a pressure to traded income of £0.7m of which £0.6m relates to the requirement for SEND services to generate income from September 2018 (the full year effect of the pressure is £1m). Options are being examined on how to address this.
- The pressure is currently offset by a one-off staffing underspend of £1.2m on Early Year Services (including Children Centres) in advance of next years' savings. These budgets are part of the new arrangements for Prevention and Early Help that came into effect from the 1st of October 2018 and will be realigned to Children Social Care Services in Qtr 3.

In Year Mitigations

- It is unlikely that the forecast overspend will reduce significantly in year. Consequently, the Department overspend will have to be funded from other parts of the Council in 2018-19.

3.3 Department of Place

The Department of Place is forecast to overspend the £64.1m net expenditure budget (£116.8m gross budget) by £4.3m (£3.4m at Qtr 1) and deliver £3.6m of the £5m savings as planned.

Department of Place	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Directors Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Waste, Fleet & Transport Services	38.6	41.5	-16.5	-16.2	22.0	25.3	3.3
Economy & Development Services	8.8	8.5	-2.3	-2.3	6.5	6.2	-0.3
Neighbourhoods & Customer Services	18.7	18.3	-6.1	-6.4	12.5	11.9	-0.6
Planning, Transportation & Highways	19.4	19.9	-7.0	-6.3	12.4	13.6	1.2
Sports & Culture Services	30.7	34.5	-20.8	-23.9	9.8	10.6	0.7
Total	116.8	123.5	-52.8	-55.0	64.1	68.3	4.3

- The main financial issues and mitigating actions are outlined below:

Waste Services

- Waste Services are forecast to over spend the £23m net expenditure budget (£29.3m gross budget) by £3.2m as a result of a £1.7m over spend in Waste Disposal; a £1.3m over spend in Waste Collection, and unbudgeted Waste Programme costs of £0.3m.
- Performance data indicates that service provision is being transformed in line the strategy of collecting more recyclable waste and having less waste disposal.

Kerbside Waste & Recycling Collection	2015-16 to end of Qtr 2	2016-17 to end of Qtr 2	2017-18 to end of Qtr 2	2018-19 to end of Qtr 2
Tonnes collected from Recycling bins	8,685	9,816	13,774	17,017
Tonnes collected from Waste bins	67,479	65,449	55,343	52,358
Kerbside Tonnes collected	76,164	72,264	69,216	69,375

Waste Disposal	2015-16 to end of Qtr 2	2016-17 to end of Qtr 2	2017-18 to end of Qtr 2	2018-19 to end of Qtr 2
Waste Collected as Recycling (Tonnes)	36,916	38,516	38,858	46,538
Waste to Landfill or Alternative Treatment	75,558	74,861	69,142	64,594
Total before Trade Waste	112,474	113,377	108,000	111,132
Total Municipal Waste Disposed of (Tonnes)	122,332	123,237	118,282	120,670

- However, the transformation is not sufficient to balance the budget, resulting in overspends in Waste Disposal and Waste & Recycling Collection.

Waste Disposal

- Waste Disposal is forecast to over spend the £15.9m budget by £1.7m as a result of;
- A £0.9m overspend on materials recycling facility (MRF) operating costs. Savings in disposal costs resulting from significant reductions in kerbside residual waste, have been negated by contaminated recycling tonnages. Consequently, the level of savings anticipated are insufficient to cover the costs of the MRF as planned. Furthermore, due to an unsuccessful Trommel procurement exercise, a temporary second shift was required at the MRF.
- A £0.5m overspend on disposal operating costs, including Bradford & Keighley Transfer Loading Sites, Transfer Stations and Household Waste Recycling Centres

costs. Much of this over spend can be attributed to fleet costs (£0.4m) and employee costs (£0.1m) as the service continues to deal with the additional demands of increased waste haulage and increased resources to cover for temporary staff secondments to the MRF.

- A £0.35m shortfall in income from sales of recyclable materials. The market remains volatile and long term contracts and consistent prices cannot be secured. However, the service continuously strives to attain best prices possible and to keep contracts under review.
- The forecast over spend is being partly off-set by other areas of Waste Disposal.

In Year Mitigation

- In the short term the service is tackling high levels of contamination by raising awareness across the district. Awareness and education campaigns have been launched in addition to the enforcement of the bin policy. The current level of contamination is approximately 40%; if reduced to 30% (equivalent to 3,000 tonnes), £0.3m would be saved from reduced disposal costs and increased levels of income. As awareness of contamination continues to be raised, the quality of recycling is expected to improve.
- Following a soft market test, an alternative approach has been implemented by securing an agreement with a third party recycling operator. The MRF is now able to process all of the Districts recycling tonnage by increasing the processing speed by removing certain high value recyclates. The balance of the recyclate is sent to a 3rd Party Operator. This approach will reduce costs at the MRF; reduce transport costs and minimise the amount of contaminated recyclate being disposed of as costly residual waste. The potential full year effect of the new operating model could reduce the overspend significantly.
- The potential impact of such action will be assessed at Q3; until such time, forecasts have not been altered to account for possible savings.

Future Year Mitigation

- The above in year mitigation will be evaluated to determine the scope of a possible new procurement early in the next financial year.
- In order to reduce costs, an invest to save capital scheme is also being examined which could see the procurement of a Trommel (screening device) for the Material Recycling Facility (MRF). The Trommel enables the automation of sorting contamination from recycled waste and would lead to a smaller workforce at the MRF, reduced residual waste disposal costs, and increased income.

Waste Collection

- The £1.3m forecast over spend in Waste Collection, incorporating the Kerbside Waste Collection Service, Garden Waste Service and Trade Waste, is largely due to a significant under achievement of the 2017-18 & 2018-19 savings.
- The combined £1.97m of savings over the two years was predicated on a reduction of 13 collection rounds, plus spares and management reductions; however, due to operational requirements and increasing property numbers the number of rounds has reduced by 7. The financial impact of this variance to plan is an estimated £0.9m.
- The service is currently undertaking a full re-route to ensure parity between rounds with all able to finish on the day. Page 57 forward, there will be no scope to further

reduce residual rounds, and there will be a need to add extra rounds in future years depending on the speed of property growth.

Future Year Mitigation

- As the unachieved savings are undeliverable, the Medium Term Financial Plan assumes that the budgeted saving will be added back as part of the 2019-20 budget setting process.

Sport Facilities

- Sports Facilities are forecast to overspend by £0.6m. This is due to a £0.6m overspend on employees linked to casual staff and allowances, and £0.3m of other premises and supplies & services overspends.
- Of the planned savings within sports facilities, £0.1m of the £0.3m will be delivered during the year. Replacement in year savings have been identified (Tier 5 Staff Reorganisation & Increased Income from Swimming Lessons) which will provide a part year benefit in 2018-19 of £70k, with further savings of £105k being recognised in 2019-20.
- In the short term the £0.9m overspend outlined above is partly mitigated by additional income from Ilkley Lido and Keighley Leisure Centre (£0.3m).

Future Year's Sports Facilities Mitigation - £0.9m

- The service's budget recovery plan has identified further savings, totalling £0.9m, that are scheduled to be achieved over the next 2 years.

Sports Facilities	2019-20	2020-21
Budget Recovery Plan	£0.5m	£0.4m

- This will enable the service to show a break even position by the end of 2020-21. The savings will be achieved through a number of measures including reduction in operating costs and an increase in income following the opening of Sedbergh. Further income streams have been identified from new fitness facilities and swimming lessons.

Street Lighting

- Street Lighting is forecast to overspend the £2.7m net budget by £1.0m.
- Over the past four years there has been an increase in the number of streetlights due to road improvement schemes and housing developments. Despite this, there has been a reduction in overall energy usage linked to measures taken.
- Energy costs have however increased by approximately 16% in 2018-19. The greatest proportion of this increase arises from pass-through charges from the supplier.
- Additionally, there remains a continuing challenge to deliver savings carried forward from previous years, e.g. adjusted street lighting hours (4R11) and other street lighting savings (R19) which in aggregate equate to £0.2m of unachieved savings

- In response to increasing energy costs the service is preparing for large scale investment in energy efficient lighting equipment (LEDs) which is in addition to the £2.5m upgrade programme already identified. The viability of the business case for this investment rests on payback assumptions based on savings in energy and maintenance costs.
- The savings from the street lighting plan are not deliverable before year 2, therefore in this intervening period alternative solutions must be found.

Building Control Fees

- Building Control is forecast to underachieve fee income by £0.3m in 2018-19.

In Year Mitigation

- A budget recovery plan proposes extending discretionary chargeable Building Control work that will help to recoup costs.
- It is anticipated the level of Planning Fees will offset the pressure on Building Control in 2018-19.

Highways Delivery Unit

- The Highways Delivery Unit is forecast to overspend the £1.4m budget by £0.4m. Despite significantly increasing income within the service to achieve the targeted income savings of £0.4m, historic structural underfunding of the unit has placed an additional impetus to increase income generation by as much again.
- Whilst the service has a good work programme of capital projects, the restructure of the highways delivery function has been delayed which in turn has impacted on further commercialisation.

Mitigation

- Expenditure on revenue highway repairs has been suspended in the last two quarters until further income generating work has been secured. Higher than anticipated capital project fees will help to mitigate the pressure.

Remaining Department

- The above overspends are partly offset by underspends in Economy and Development Services, and Neighbourhoods and Customer Services.

3.4 Corporate Resources

- The department is forecast to underspend the £43.4m net expenditure budget (£254.4m gross budget) by £0.3m, and deliver £3.1m of the £3.5 savings as planned.
- There are no significant issues to report.

Corporate Resources	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Director of Corporate Resources	0.3	0.2	0.0	0.0	0.3	0.2	0.0
Financial & Procurement	4.5	4.3	-0.4	-0.4	4.0	3.8	-0.2
Estates and Property Services	50.2	48.8	-37.0	-35.4	13.3	13.4	0.2
Human Resources	5.5	5.6	-2.0	-2.0	3.5	3.6	0.1
ICT	14.6	14.4	-2.5	-2.4	12.1	12.1	0.0
Legal & Democratic	8.5	8.6	-2.1	-2.2	6.3	6.3	0.0
Revenues & Benefits	170.7	170.6	-166.9	-166.9	3.8	3.6	-0.2
Total	254.4	252.5	-211.0	-209.4	43.4	43.1	0.3

3.5 Chief Executive

- The Chief Executive's Office is forecast to balance the £3.9m net expenditure budget. This includes delivering £0.5m of previously planned for savings in 2018-19 via the restructuring of the service. The forecast assumes that work on projects to the value of £0.4m is being funded by the centrally held Implementation budget.
- There are no significant issues to report.

Chief Executive	Gross expenditure		Income		Net expenditure		
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m
Chief Executive Core Office	0.7	0.7	0.0	0.0	0.7	0.7	0.0
Policy Programmes & Change	1.0	1.0	0.0	0.0	1.0	1.0	0.0
Political Offices	0.2	0.2	0.0	0.0	0.2	0.2	0.0
Programme Management	0.9	0.9	0.0	0.0	0.9	0.9	0.0
Public Affairs & Communications	1.3	1.2	-0.1	-0.1	1.1	1.1	0.0
Total	4.1	4.1	-0.1	-0.1	3.9	3.9	0.0

3.6 Non Service Budgets

- Non service budgets are forecast to underspend the £5.8m budget by £0.1m. Non-service budgets include payments to Joint Committees, External Audit and bank interest amongst others.

3.7 Central Budgets & Contingencies

- Budgets held centrally include the revenue costs associated with capital investment, payment to the West Yorkshire Combined Authority and contingencies amongst others.
- There is a forecast £7.2m underspend which includes £3m of Corporate Contingencies, £2m lower redundancy costs than budgeted, £1.2m of capital financing underspends and £1m of other forecast underspends.
- The main financial issue is that the £4.7m Travel Assistance saving continues to be undelivered.
- A preferred partner has been selected to assist with the delivery of the remaining

£4.8m Travel Assistance Savings. The partner will initially agree a revised baseline in respect of the budgetary savings before starting the actual savings delivery.

In year mitigation

- The underachievement will continue to be mitigated by £4.8m of Contingencies in 2018-19.

4. BALANCE SHEET

4.1 Cash Reserves

- Net movements in reserves have led to a £2.5m decrease in total reserves from £167.3m at 31 May 2018 to £164.7m at 30 September. At 30 September 2018 unallocated reserves stand at £14.5m.

	Opening Balance 2016-17 £m	Opening Balance 2017-18 £m	Opening Balance 2018-19 £m	Net Movement	Reserve Balance at 30 th Sept 2018 £m
Council reserves	133.9	127.8	145.2	-1.0	144.2
Schools Delegated budget	33.8	25.2	20.5	-0.0	20.5
Total	167.8	153.0	165.7	-1.0	164.7

- The £2.5m net decrease in reserves include:

Releases from

- £132k from the Better Start Programme reserve
- £277k from Theatre Box office reserve
- £100k from Well England reserve
- £101k from Additional Costs of Project reserve
- £180k from Regional Growth reserve
- £1,669k from Better use of Budget reserve
- £54k from Producer City reserve
- £47k from Grant reserves
- £64k from Transitional & Risk reserve

Transfers to

- £64k to the Workforce Development New Deal reserve

Appendices 1&2 outline Council and school's reserves.

- In setting the 2018-19 budget, the Council allocated a one off amount of £1m (£0.5m for 2018-19 and £0.5m for 2019-20) to support the Prevention and Early Help new structures. The new service is being implemented from October 2018 with proposed savings starting in April 2019. A request has made to put £0.5m into reserves to support the new service from April 2019.

4.2 School Balances

- The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2019. The forecast is based on information submitted by school at the end of quarter one, schools do not report their quarter two financial position for 2018-19 until the end of October 2018.

	Balance 1 st April 2018		Balance 31 st March 2019		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	854	7	659	0	195
Primary	100	6,694	91	5,881	9	813
Secondary	7	(1,538)	7	(3,421)	0	1,883
Special	4	654	4	534	0	120
Pupil Referral Units (PRU)	7	457	7	497	0	(40)
Subtotal	125	7,121	116	4,150	9	2,971
School Contingency		12,721		4,721	0	8,000
Other Activities		708		339	0	369
Total	125	20,550	116	9,210	9	11,340

- The school balances reserve is currently forecasted to reduce by £11.3m in 2018-19. There have been nine schools (Byron Primary, Cullingworth Primary, Eastwood Primary, Farnham Primary, Hollingwood Primary, Holycroft Primary, Laycock Primary, Nessfield Primary and Woodlands CoE Primary) that converted to academy status in 2018-19.
- There are nine schools (six primary and three secondary) currently in deficit with a combined deficit total of £4.2m. The main concern remains on Hanson Secondary where the deficit balance is forecast to increase from £3m at the end of 2017-18 to £4.1m in 2018-19
- In setting the 2018-19 Schools budget, the Schools Forum allocated £8.0m of balances held within Schools Contingencies.

5.0 Capital Expenditure

- The Council continues to seek to deliver a large capital programme across the District which will provide improved facilities and infrastructure to support the delivery of the Council Plan.

Overall Capital Programme 2018-19 to 2021-22

- The revised capital budget for 2018-19 to 2021-22 is £535.3m (£526.1m as at July 2018). The revised budget position for 2018-19 for the Capital Investment Plan stands at £154.4m.

	Q1 monitor 2018		Budget 2018-19	2019-20	2020-21	2021-22	£m
	£m	£m	£m	£m	£m	£m	
Health and Wellbeing	9.8	0.0	9.8	7.7	4.9	0.5	22.9
Children's Services	17.4	0.3	17.7	29.0	12.9	0.6	60.2
Place - Economy & Development	22.7	0.0	22.7	10.2	27.7	8.0	68.6
Place - Planning, Transportation & Highways	42.0	2.8	44.8	39.7	35.8	27.0	147.3
Place - Other	19.5	0.4	19.9	10.6	7.5	7.5	45.5
Corporate Resources – Estates & Property	5.8	2.4	8.2	1.3	0.0	0.0	9.5
Reserve Schemes & Contingencies	33.5	-2.2	31.3	79.2	52.3	18.5	181.3
TOTAL - All Services	150.7	3.7	154.4	177.7	141.1	62.1	535.3

- There has been an increase in the budget of £3.7m for 2018-19 and overall £9.2m. This relates to additional grant or reserve funding for:
 - £0.3m Healthy Pupil capital grant
 - £0.8m new Highways schemes
 - £0.35m Highways IT equipment
 - £0.3m Electric vehicle charging infrastructure, plus £0.4m in 2019-20
 - £2m grant funding for Godwin Street

Also there are additional budgets for the following schemes that were reviewed and approved by Executive in July 2018:

- £4.7m for the redevelopment of the City Centre Market
- £0.35m additional for Coroner's accommodation

Capital Programme 2018-19 Update

- The latest forecast for expenditure for 2018-19 is £109.2m, compared to a revised budget of £154.4m. Spend to the end of September is £35.2m, which is low compared to the forecast.
- We are not proposing to change budget profiles in this monitoring report. However, the capital programme is undergoing continuous review to analyse and challenge the current approved spending profiles and updates will be reported to the Executive in the next capital monitoring report. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date as at 30 September for 2018-19

	Revised Budget 2018-19 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2018 £m	Spend to date as a % of forecast %
Health and Wellbeing	9.8	9.7	-0.1	3.2	32.9%
Children's Services	17.7	14.9	-2.8	4.8	32.2%
Place - Economy & Development Service	22.7	17.9	-4.8	9.7	54.2%
Place - Planning, Transportation & Highways	44.8	27.1	-17.7	8.1	29.9%
Place – Other	19.9	17.2	-2.7	7.7	44.8%
Corporate Resources – Estates & Property	8.2	5.7	-2.5	1.7	29.8%
Reserve Schemes & Contingencies	31.3	16.7	-14.6	0	0%
TOTAL - All Services	154.4	109.2	-45.2	35.2	32%

- There is a forecast capital programme variance of £45.2m between the budget and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of a number of capital schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan.

- The main reasons for the reduction in the projected spend are:
 - Children's Services – staff shortages mean that school capital maintenance and investment programmes did not start as early as planned this year. Schemes are now underway and £2.2m of spend is expected to be completed in 2019-20. Also for the new Silsden Primary school, delays in planning and site surveys mean £1.5m will slip in to 2019-20.
 - Economy and Development Service – Affordable housing programme, delays on one of the schemes means that £1.6m of spend is projected to move in to 2019-20. The Leeds City Region Revolving Investment Fund has a budget of £1.2m but currently no schemes have been identified. It is expected that the budget will roll forward to 2019-20.
 - Planning, Transportation & Highways – Majority, £15m of the variance, are West Yorkshire & York Transport Fund (WY&TF) grant funded schemes. The funding received from WY&TF is dependant on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. There is also £2m for Bradford City Centre Townscape that is expected to now start next year when the grant is received.
 - Place Other – Within Leisure there have been delays in starting projects due to completing site investigations, obtaining planning permission. Work has progressed well on the new Sedbergh Sports facilities but it is likely that £1.9m will slip into 2019-20. Also £1m of spend on King George V Playing Fields is likely to take place in 2019-20.
 - Corporate Resources - Property Programme, some of the larger projects on Council property will slip into next year.
 - Reserve schemes and contingencies - £14m will slip in to next year or beyond and further work required in the scoping of these schemes. These schemes have not been reviewed by PAG or formally committed in the CIP.
- It should be noted that there are a number of significant elements of the Corporate Property programme, such as the Strategic Acquisitions programme, which are dependent on negotiations with third parties in order to achieve a successful outcome for projects such as land acquisition. This means that there is a risk that additional slippage could be required later in the year if the negotiations take longer than anticipated.

New Capital Schemes

The Project Appraisal Group (PAG) has considered the following capital bids and recommends their approval by Executive for inclusion in the Capital Investment Plan (CIP).

- **Highways IT equipment**– £0.35m for the purchase of higher specification laptops to enable the continued use of the AutoCAD package within Highways and Architects Services. AutoCAD is used to complete technical engineering drawings and an IT upgrade is essential to ensure that the Council remains able to progress capital programmes in Highways and Architectural Services.

This project seeks short term funding of the equipment to be funded temporarily from revenue reserves. The costs will then be recovered from the West Yorkshire Transport Fund.

- **Relocation of Bradford Soup Run** – £0.057m for the relocation of the Bradford Soup Run. The Bradford Soup Run is a long established Charity that provides meals for the homeless. It has operated over the past 26 years on a site located on the

verge to the north of Portland Street. This is within an area of land that has been identified for the development of a new school.

Moving the Soup Run will enable the disposal of the land to the Secretary of State for Department of Communities and Local Government for the development of a new school known as New College Bradford. This will generate a capital receipt for the Council. It has been agreed that the Council will facilitate the relocation of the Soup Run to another site on the west side of Nelson Street in order to give full vacant possession of the land and allow the development of the school.

The following schemes have already been approved by Executive in July 2018 and have now been reviewed by PAG.

- **City Centre Market** -The Capital Programme agreed by Council in February 2018 set aside £15.225m towards the project funded corporately through capital financing. The July 2018 Executive approved a revised Markets scheme. The proposal is to build a new food-focused market on Darley Street and to develop a new non-food market in the Kirkgate Centre.

The current estimated total capital cost for the project is £19.9m and it is proposed that the shortfall is funded from markets earmarked reserves and additional borrowing by the Markets Service that will be paid from revenue funding which is budgeted from a central corporate revenue allocation.

- **Coroner's Accommodation** – the relocation of the Coroner's Service to new premises was approved by Executive in July 2018 as the current accommodation is not fit for purpose. A new property has been identified and works proposed to provide a new, purpose built Coroner's Court and office accommodation.

Capital Resources

- The capital programme is reviewed on an on going basis to confirm the capital resources required to finance 2018-19 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2018-19, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council priorities; projections on interest rates; and the Council's balance sheet to fund capital spend.
- Capital receipts from the sale of fixed assets exceed £2.1m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £15.0m in capital grants and contributions so far this year.
- The Council has had £9.4m of debt mature in May and August this year at an average interest rate of 6.8%

6.0 COUNCIL TAX AND BUSINESS RATES COLLECTION

Council Tax

- In 2018-19 the Council will receive its budgeted Council Tax of £187.1m. Any in year variance against the budgeted Council Tax and previous year deficit therefore does not impact in 2018-19 but is carried forward with an impact in 2019-20.
- In summary, no overall variance is forecast against the in year budgeted Council Tax. However, within this no overall variance, the Council Tax Reduction Scheme is forecast to be £1.2m lower, offset by £1.2m additional discounts.
- Bradford's share of the previous year Council Tax deficit in 2017-18 was £0.975m, which was £0.575m higher than the budgeted deficit of £0.4m. However, the future

year impact in 2019-20 will be mitigated in full by the application of a £0.575m earmarked reserve, previously set aside.

Business Rates

- In 2018-19 the Council will receive its budgeted £126.7m share of Business Rates. As with Council Tax, any in year variance between budgeted Business Rates and the deficit is carried forward into the 2019-20 financial year.
- Currently a small surplus is forecast on Business Rates. This small surplus has been generated because reliefs are currently lower than forecast. It takes into account variations against budget on Government grants to compensate for extension to relief schemes.
- Bradford's share of the previous year Business Rate deficit in 2017-18 was £1.8m, compared to a budgeted deficit of £0.7m. This will be mitigated in part by the application of a £0.7m earmarked reserve, leaving a budget pressure for 2019-20 of £0.4m. However, it is currently expected that this will be more than absorbed by the small surplus identified above.

7.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Councils risk register has been provided in Appendix 4

8.0 IMPLICATIONS FOR CORPORATE PARENTING

None

9.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

10.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules

11.0 NOT FOR PUBLICATION DOCUMENTS

None

12.0 RECOMMENDATIONS

That the Executive

- 12.1 Note the contents of this report and the actions taken to manage the forecast overspend.
- 12.2 Approve the creation of a new £0.5m reserve to support the implementation of the Prevention & Early Help structure from April 2019.
- 12.3 Approve the following capital expenditure schemes.
 - £0.35m for Highways IT Equipment to be funded from a revenue reserve in advance of funding being reclaimed from the West Yorkshire Transport Fund.

- £0.057m for the relocation of the Bradford Soup Run, to be funded from the capital receipt.

12.4 Note the following has now been reviewed by PAG after approval by Executive in July 2017.

- An additional £4.7m for the redevelopment of the City Centre Markets.
- The relocation of the Coroner's premises to a new, purpose built Coroner's Court and office accommodation.

13.0 APPENDICES

Appendix 1	Reserves Statement
Appendix 2	Service Earmarked Reserves
Appendix 3	Capital Investment Plan
Appendix 4	Council Risk Register

12.0 BACKGROUND DOCUMENTS

- Annual Finance and Performance Outturn Report 2017-18 Executive 10th July 2018
- Medium Term Financial Strategy 2019-20 2022-23 Executive Report 10th July 2018
- Annual Finance and Performance Outturn Report 2016-17 Executive Report 11th July 2017

Reserves Statement as at 30th September 2018

Appendix 1

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	14,497	0	14,497	
Total available Unallocated Corporate Reserves	14,497	0	14,497	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	1,227	0	1,227	Funding to support young and disadvantaged people into employment
Managed severance	0	0	0	Money to meet termination costs in the years beyond 2017-18. Used to support 2017-18 budget.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	279	-120	159	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	684	0	684	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	0	1	
Single Status	23	0	23	To cover any residual implementation of Single Status costs.
Better Use of Budgets	1,670	-1,669	1	To cover deferred spend on priority work from 2016-17.
Producer City Initiative	162	-54	108	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	4,667	-180	4,487	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	1,152	0	1,152	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,719	0	1,719	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	10,911	1,852	12,763	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,628	0	1,628	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	0	222	Available to fund projects that lead to greater integration between the Council and its Health partners.
Match Fund Basic needs Grant	700	0	700	
Strategic Site Assembly	756	0	756	
Implementation Reserve	3,970	0	3,970	To fund Projects associated with delivering 2017-18

	Opening Balance £000	Movement in 2018-19 £000	Closing Balance £000	Comments
				savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
S31 offset to NDR deficit	735	0	735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	2,430	0	2,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	0	10	Professional advice on MRP policy
Review of Council's Pension Guarantees	10	0	10	
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	
Financing Reserve	23,738	0	23,738	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Sub Total	63,760	-171	63,589	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	Funding used to support the capital investment programme.
Markets	668	0	668	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
Sub total	5,805	0	5,805	
D. Service Earmarked Reserves	37,355	-727	36,628	See Appendix 2
E. Revenue Grant Reserves	12,937	-105	12,832	
F General Reserves				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	20,550	0	20,550	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	31,353	0	31,353	
Grand total	165,707	1,003	164,704	

Departmental Earmarked Reserves Statement at 30th September 2018

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	1,291	0	1,291	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	289	0	289	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	994	0	994	To support the implementation of the Care Act
Public Health	59	0	59	
Total Adult and Community Services	3,387	0	3,387	
Children Services				
BSF Unitary Charge	7,318	0	7,318	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,777	0	4,777	See above
Children's Service Program Support	99	-99	0	
Better Start Programme	132	-132	0	Council's two year contribution to a programme that will bring in £50m of revenue investment to the District over a 10 year period.
Travel Training Unit	368	0	368	
Early Help Enabler Support	500	0	500	To help support Early Help programme
Early Help Workforce Development	81	0	81	
Recruitment & Retention	42	0	42	
Retail Academy (Skills for Employment)	262	0	262	Skills for work
Training Work Programme (Skills for Work)	798	0	798	Skills for Work
Total Children	14,377	-231	14,146	
Department of Place				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	
Customer Service Strategy	62	-16	46	Non-recurring investment to be used to fund the Customer Service Strategy.

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Taxi Licensing	546	0	546	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	646	-277	369	
Cricket Pitch Refurbishment	310	0	310	
Culture Service Transition	121	0	121	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
Culture Company	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	
Tour De Britain	8	0	8	
Tour De Yorkshire	87	0	87	To help fund the Tour De Yorkshire
Lidget Moor YC	9	-9	0	To support Youth Services in Lidget Green Area
Council Housing Reserve	616	0	616	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	125	-29	96	
HMO Licencing Scheme	319	0	319	
VCS Transformation Fund	160	0	160	
Tree & Woodland Planting Fund	76	0	76	
City Park Sinking Fund	785	0	785	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	74	0	74	Set aside for Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	
Housing Options IT System	173	0	173	Housing I
PT&H Local Plan	600	0	600	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To completed the local plan
Ad:venture & community enterprise Reserve	83	0	83	
Economic Strategy Reserve	186	0	186	
Well England Reserve	200	-100	100	
Department of Place	9,624	-431	9,193	
Corporate Resources				
Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Workforce Development	249	36	285	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Learner Management System	81	0	81	Software/system implementation etc. in support of workforce development.
District Elections	235	0	235	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	352	0	352	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	711	0	711	Contingent support set aside to address the fluctuations in the subsidy claims.
ICT Programmes Budget	6,712	0	6,712	To fund future ICT projects
UC Admin Reserve	546	0	546	To help cover the cost of the implementation of universal credit administration.
Additional cost of projects including legal and 3rd party costs Reserve	350	-101	249	

	Opening Balance £000	Movement in 2018-19 £000	Latest Balance £000	Comments
ISG over achievement trading reserve	257	0	257	To support ISG
Bradford Learning Network (Broadband)	128	0	128	
Energy unit	230	0	230	To help smooth effect of price spikes.
Total Corporate Resources	9,967	-65	9,902	
Total Service Earmarked Reserves	37,355	-727	36,628	

Capital Investment Plan 2018-19 – 2021-22

Scheme No	Scheme Description	Budget Q1 Capital Monitor 2018-19		Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Funding	
		£'000	£'000									Changes	£'000
Health and Wellbeing													
CS0237a	Great Places to Grow Old	0	0	0	0	0	4,638	4,500	0	9,138	0	0	9,138
CS0237b	Keighley Rd Extra Care	6,115	0	6,115	6,115	2,019	488	0	0	6,603	690	1,000	4,913
CS0237c	Keighley Rd Residential Care	2,648	0	2,648	2,648	1,035	89	0	0	2,737	0	2,400	337
CS0373	BACES DFG	793	0	793	793	99	443	443	443	2,122	0	0	2,122
CS0239	Community Capacity Grant	78	0	78	78	25	2,016	0	0	2,094	2,094	0	0
CS0348	Whiteoaks Respite Centre	90	0	90	0	0	0	0	0	90	90	0	0
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	19	19	0	0
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	90	90	0	0
CS0352	Electric vehicle charging infrastructure	1	0	1	0	0	0	0	0	1	1	0	0
Total - Health and Wellbeing		9,834	0	9,834	9,743	3,178	7,674	4,943	443	22,894	2,984	3,400	16,510
Children's Services													
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0
CS0256	2yr old Nursery Educ Expansion	5	0	5	5	4	0	0	0	5	5	0	0
CS0278	Targeted Basic Needs	34	0	34	34	1	0	0	0	34	34	0	0
CS0286	Outdoor Learning Centres	27	0	27	27	13	0	0	0	27	27	0	0
CS0022	Devolved Formula Capital	0	0	0	868	1,811	0	0	0	0	0	0	0
CS0030	Capital Improvement Work	69	0	69	254	35	0	0	0	69	69	0	0
CS0240	Capital Maintenance Grant	4,500	0	4,500	4,000	1,540	0	0	0	4,500	4,500	0	0
CS0240b	Capital Inv Programme	2,200	0	2,200	500	111	1,100	0	0	3,300	3,300	0	0
CS0244a	Primary Schools Expansion Programme	1,700	0	1,700	1,700	590	7,700	600	0	10,000	9,928	0	72

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244b	Silsden School	2,922	0	2,922	1,400	-10	5,588	0	0	8,510	8,510	0	0
S0244c	SEN School Expansions	2,805	0	2,805	2,805	96	0	0	0	2,805	2,805	0	0
CS0360	Early Yrs 30 hrs childcare	6	0	6	6	6	0	0	0	6	6	0	0
CS0314	Foster Homes Adaptation	1	0	1	0	0	0	0	0	1	1	0	0
CS0362	Secondary School Expansion	3,100	0	3,100	3,100	644	7,633	6,900	0	17,633	17,633	0	0
CS0377	LA SEN Free School	0	0	0	0	0	7,000	5,350	647	12,997	12,997	0	0
CS0421	Healthy Pupil Capital Grant	0	328	328	208	0	0	0	0	328	328	0	0
Total - Children's Services		17,369	328	17,697	14,907	4,841	29,021	12,850	647	60,215	60,143	0	72

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Face - Economy & Development Services

CS0134	Computerisation of Records	10	0	10	10	0	0	0	0	10	10	0	0
CS0136	Disabled Housing Facilities Grant	4,600	0	4,600	4,000	1,631	2,028	5,753	2,028	14,409	4,600	0	9,809
CS0137	Development of Equity Loans	1,013	0	1,013	785	341	1,300	1,200	1,195	4,708	0	0	4,708
CS0144	Empty Private Sector Homes Strat	862	0	862	862	31	0	0	0	862	0	0	862
CS0225	Afford Housing Prog 11-15	0	0	0	0	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	7,640	0	7,640	6,000	5,531	1,383	0	0	9,023	3,000	6,023	0
CS0380	Afford Housing Prog18-21	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	1	0	1	0	0	0	177	0	178	0	0	178
CS0280	Temp Housing Clergy House	232	0	232	232	2	0	0	0	232	0	0	232
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0
CS0335	Bfd Cyrenians 255-257 Mnghm Ln	14	0	14	14	2	0	0	0	14	0	0	14
CS0084	City Park	205	0	205	205	1	0	0	0	205	0	0	205
CS0085	City Centre Growth Zone	600	0	600	600	-44	1,150	4,400	0	6,150	0	0	6,150

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0189	Buck Lane	110	0	110	110	2	0	0	0	110	0	0	110
CS0228	Canal Road	100	0	100	100	0	0	0	0	100	0	0	100
CS0241	Re-use of Fmr College Builds Kghly	523	0	523	523	0	60	0	0	583	0	0	583
CS0266	Superconnected Cities	66	0	66	66	0	841	0	0	907	0	0	907
CS0291	One City Park (fmr Tyrils)	0	0	0	0	0	500	4,300	0	4,800	4,800	0	0
CS0265	LCR Revolving Econ Invest Fund	1,151	0	1,151	0	0	0	0	0	1,151	1,151	0	0
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	1,167	0	0	1,167
CS0378	Cust Serv Strategy	233	0	233	233	75	0	0	0	233	0	0	233
CS0345	Develop Land at Crag Rd, Shply	262	0	262	262	219	0	0	0	262	262	0	0
CS0382	New Bolton Woods Regen Sch P3	3,507	0	3,507	3,507	1,859	0	0	0	3,507	3,507	0	0
CS0107	Markets	40	0	40	40	14	0	0	0	40	40	0	0
CS0363	Markets Red'mnt - City Cntr	340	0	340	340	68	2,975	11,850	4,760	19,925	0	4,700	15,225
Total - Place - Economy & Development Serv		22,676	0	22,676	17,889	9,732	10,237	27,680	7,983	68,576	17,370	10,723	40,483

Place - Planning, Transportation & Highways

CS0131	Kghly Town Cntr Heritage Initi	156	0	156	156	6	0	0	0	156	156	0	0
CS0178	Ilkley Moor	18	0	18	18	0	0	0	0	18	18	0	0
CS0179	Landscape Environ Imp	21	0	21	21	0	0	0	0	21	21	0	0
CS0071	Highways S106 Projects	135	0	135	135	171	386	0	0	521	521	0	0
CS0372	Countryside S106 Projects	0	0	0	0	1	135	0	0	135	135	0	0
CS0091	Capital Highway Maint	4,958	0	4,958	4,958	2,948	0	0	0	4,958	4,958	0	0
CS0095	Bridges	729	0	729	729	451	0	0	0	729	729	0	0
CS0096	Street Lighting	144	0	144	144	119	0	0	0	144	144	0	0

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0099	Integrated Transport	587	0	587	479	193	0	0	0	587	587	0	0
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	-3	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	16	0	16	16	0	0	0	0	16	16	0	0
CS0172	Saltaire R/about Cong& Safety Works	281	0	281	0	2	0	0	0	281	281	0	0
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	45	45	0	0
CS0264	Highway to Health	0	0	0	1,000	803	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	176	1	0	0	0	176	176	0	0
CS0289	Local Pinch Point Fund	495	0	495	495	0	0	0	0	495	495	0	0
CS0293	West Yorks & York Transport Fund	24,320	-9,628	14,692	8,924	1,117	32,878	35,795	27,014	110,379	110,379	0	0
CS0396	WYTF Corr Imp Projects	967	9,628	10,595	1,350	133	0	0	0	10,595	10,595	0	0
CS0296	Pothole Fund	74	0	74	74	0	0	0	0	74	74	0	0
CS0306a	Strategic Transp Infrastr Priorit	90	0	90	0	0	2,600	0	0	2,690	0	0	2,690
CS0306b	Connectivity Project	1,196	0	1,196	0	0	400	0	0	1,596	0	0	1,596
CS0302	Highways Prop Liab Redn Strat	97	0	97	97	0	0	0	0	97	97	0	0
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	3	3	0	0
CS0317	VMS Signage	39	0	39	39	0	0	0	0	39	39	0	0
CS0319	Challenge Fund	1,389	0	1,389	1,389	289	0	0	0	1,389	1,389	0	0
CS0323	Flood Risk Mgmt	196	0	196	196	149	0	0	0	196	196	0	0
CS0325	Street Lighting Invest to Save	0	0	0	0	3	0	0	0	0	0	0	0
CS0329	Damens County Park	108	0	108	108	0	0	0	0	108	0	0	108
CS0332	Flood Funding	387	0	387	387	333	0	0	0	387	387	0	0
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	9	9	0	0
CS0350	Street Lighting Invest to Save	825	0	825	825	170	0	0	0	825	0	825	0

Scheme No	Scheme Description	Budget	Changes	Revised Budget	Spend Forecast for	Spend	Budget	Budget	Budget	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		2018-19			2018-19	30 Sept 2018	2019-20	2020-21	2021-22				
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0365	National Productivity Invest Fund	27	0	27	27	29	0	0	0	27	0	27	0
CS0370	LTP IP3 One System Public Transport	1,182	0	1,182	1,182	208	779	0	0	1,961	1,961	0	0
CS0371	LTP IP3 Places to Live and Work	686	0	686	686	53	0	0	0	686	686	0	0
CS0375	Sign Shop	19	0	19	19	1	0	0	0	19	0	19	0
CS0379	NPIF UTMC	1,730	0	1,730	1,730	447	1,770	0	0	3,500	3,500	0	0
CS0384	Pothole Fund 1819	829	0	829	829	334	0	0	0	829	829	0	0
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	50	50	0	0
CS0386	Cycling & Walking Schemes LTP3	19	0	19	19	1	0	0	0	19	19	0	0
CS0414	LTP IP3 Safer Rds 1819 Shipley	0	120	120	120	38	0	0	0	120	120	0	0
CS0415	LTP IP3 Safer Rds 1819 Bfd West	0	144	144	144	31	0	0	0	144	144	0	0
CS0416	LTP IP3 Safer Rds 1819 Kghly	0	123	123	123	36	0	0	0	123	123	0	0
CS0417	LTP IP3 Safer Rds 1819 Bfd South	0	128	128	128	23	0	0	0	128	128	0	0
CS0418	LTP IP3 Safer Rds 1819 Bfd East	0	145	145	145	25	0	0	0	145	145	0	0
CS0419	IP3 Safer Rds Strat Proj 1819	0	120	120	120	0	0	0	0	120	120	0	0
CS0398	Bfd City Ctre Townscape Herit	0	2,000	2,000	25	0	750	0	0	2,750	2,500	0	250
Total - Place - Planning, Transportation & Highways		42,003	2,780	44,783	27,072	8,112	39,698	35,795	27,014	147,290	141,775	871	4,644

Place - Other

CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	1,031	3,000	3,000	3,000	12,000	0	12,000	0
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	35	0	0	35
CS0151	Building Safer Commun	47	0	47	47	0	0	0	0	47	47	0	0
CS0063	Waste Infrastructure & Recycling	205	0	205	205	-6	0	0	0	205	205	0	0
CS0132	Community Hubs	25	0	25	25	0	0	0	0	25	0	0	25

Scheme No	Scheme Description	Budget	Changes	Revised Budget	Spend Forecast for	Spend	Budget	Budget	Budget	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		2018-19	£'000	£'000	£'000	for 2018-19	30 Sept 2018	2019-20	2020-21	2021-22	£'000	£'000	£'000
CS0283	Above Ground Fuel Storage	110	0	110	110	51	0	0	0	110	0	0	110
CS0328	Cliffe Castle Various	35	0	35	35	0	0	0	0	35	35	0	0
CS0374	Cartwright Hall CCTV	0	0	0	0	39	0	0	0	0	0	0	0
CS0340	St George's Hall	4,894	300	5,194	5,424	3,268	0	0	0	5,194	0	0	5,194
CS0121	Roberts Park	0	0	0	0	0	0	0	0	0	0	0	0
CS0129	Scholemoor Project	0	0	0	0	0	0	0	83	83	83	0	0
CS0162	Capital Projects - Recreation	0	0	0	100	71	0	0	0	0	0	0	0
CS0187	Comm Sports Field & Facili	28	0	28	28	10	0	0	0	28	28	0	0
CS0229	Cliffe Castle Restoration	150	0	150	131	29	0	0	0	150	150	0	0
CS0347	Park Ave Cricket Ground	21	0	21	21	14	0	0	0	21	21	0	0
CS0004	S106 Recreation	0	0	0	0	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	1,067	0	1,067	50	11	0	0	0	1,067	1,067	0	0
CS0392	Russell Hall Comm Grn	14	0	14	14	0	0	0	0	14	14	0	0
CS0393	Queensbury Play Areas	24	0	24	24	0	0	0	0	24	24	0	0
CS0394	Harold Walk	0	20	20	20	0	0	0	0	20	20	0	0
CS0277	Wyke Manor Sports Dev - demolition	252	0	252	150	14	0	0	0	252	252	0	0
CS0245	Doe Park	37	0	37	0	0	0	0	0	37	37	0	0
CS0349	Chellow Dene	6	0	6	51	51	0	0	0	6	6	0	0
CS0356	Sedbergh SFIP	9,571	0	9,571	7,747	3,135	7,035	49	0	16,655	0	0	16,655
CS0354	Squire Lane Sports Facility	0	0	0	0	0	600	4,400	4,400	9,400	0	0	9,400
CS0359	Community Resilience Grant	22	0	22	22	0	0	0	0	22	22	0	0
CS0247	Replace Box Office Equip	3	-3	0	0	0	0	0	0	0	0	0	0
Total - Place - Other		19,546	317	19,863	17,239	7,718	10,635	7,449	7,483	45,430	2,011	12,000	31,419

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corp Resources - Estates & Property Services													
CS0094	Property Programme (bworks)	609	0	609	109	0	0	0	0	609	0	0	609
CS0318	Property Programme 15/16	10	0	10	0	0	0	0	0	10	0	0	10
CS0333	Argos Chambers / Britannia Hse	751	0	751	151	1	0	0	0	751	0	0	751
CS0366	Property Programme 17/18	679	0	679	679	700	0	0	0	679	0	0	679
CS0391	Property Programme 18/19	1,911	0	1,911	1,000	33	0	0	0	1,911	0	0	1,911
CS0368	Dishwasher	31	0	31	31	30	0	0	0	31	0	0	31
CS0230	Beechgrove Allotments	274	0	274	0	0	0	0	0	274	148	0	126
CS0269	Burley In Whrfedle Culvert repair	17	0	17	17	1	0	0	0	17	0	0	17
CS0050	Carbon Management	797	0	797	797	70	820	0	0	1,617	0	0	1,617
CS0305	Healthy Heating Scheme	136	0	136	136	52	0	0	0	136	0	0	136
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	0	270	270	270	0	400	0	0	670	670	0	0
CS2000	DDA	100	0	100	100	0	50	50	62	262	0	0	262
CS0361	Strategic Acquisitions	0	0	0	0	64	0	0	0	0	0	0	0
CS0381	Godwin St	0	2,190	2,190	1,900	652	0	0	0	2,190	2,000	190	
CS0383	Jacobs Well demolition	495	0	495	495	93	0	0	0	495	0	0	495
Total - Corp Resources – Estates & Property Services		5,810	2,460	8,270	5,685	1,696	1,270	50	62	9,652	2,818	190	6,644

Scheme No	Scheme Description	Budget 2018-19	Changes	Revised Budget	Spend Forecast for 2018-19	Spend 30 Sept 2018	Budget 2019-20	Budget 2020-21	Budget 2021-22	Total	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing
Reserve Schemes & Contingencies		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0395	General Contingency	1,700	-57	1,643	1,643	0	2,000	2,000	2,000	7,643	0	0	7,643
	Soup Kitchen	0	57	57	57	0	0	0	0	57	0	0	57
	Highways IT upgrade	0	350	350	350	0	0	0	0	350	350	0	0
CS0340b	St George	300	-300	0	0	0	0	0	0	0	0	0	0
CS0396b	From Hard Ings Money	0	0	0	0	0	0	0	0	0	0	0	0
CS0277b	Wyke Manor Ph2 Sports Dev	493	0	493	0	0	0	0	0	493	0	0	493
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	6,000	0	0	6,000
CS0398	Bfd City Ctre Townscape Herit	2,000	-2,000	0	0	0	0	0	0	0	0	0	0
CS0399	Strategic Acquisition	10,000	0	10,000	13,200	0	10,000	10,000	10,000	40,000	0	40,000	0
CS0400	Keighley One Public Sector Est	0	0	0	0	0	10,000	5,000	3,000	18,000	0	15,000	3,000
CS0401	Depots	0	0	0	0	0	3,000	0	0	3,000	2,500	500	0
CS0306c	Strategic Acq - Highways	550	0	550	550	0	0	0	0	550	0	0	550
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	450	0	0	450
CS0403	Bereavement Strategy	0	0	0	0	0	8,500	8,500	0	17,000	0	0	17,000
	New schemes	17,985	-190	17,795	845	0	43,662	24,806	1,461	87,724	8,768	42,406	36,550
Total - Reserve Schemes & Contingencies		33,478	-2,140	31,338	16,645	0	79,162	52,306	18,461	181,267	11,618	97,906	71,743
TOTAL - All Services		150,716	3,745	154,461	109,180	35,277	177,697	141,073	62,093	535,324	238,719	125,090	171,515

Corporate Risk Register September 2018

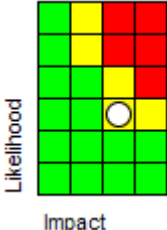


Corporate Risk Register September 2018
Generated on: 30 September 2018

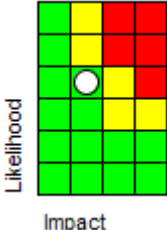
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

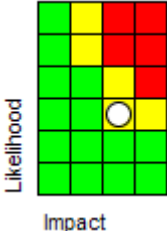
Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of over 100 requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Financial consequences. Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007. Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.</p>	
Internal Controls	<p>The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes:</p> <ul style="list-style-type: none"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to a 40% reduction in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCOs - Improving data quality and reporting through prioritising and implementation of the SystemOne DoLS module 	
Actions/controls under development	<p>Business case developed to secure additional resources to ensure we can continue to meet statutory responsibilities. This will be considered by Executive in December. New safeguarding procedures are being implemented which will see screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires. SystemOne is being developed and a new workspace for Safeguarding and amendments to the DOLS workspace are expected to go live in early 2019. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
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Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	<p>Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users. 	
Internal Controls	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP). An Interim Safeguarding Adults Board manager has been appointed to monitor further development of the SAB and its Sub-groups. Senior management representation on Safeguarding Adults Board. Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so. As part of the new Safeguarding arrangements The appointment of two additional Adult Protection Unit staff members to focus upon the backlog of cases received in Duty for a period of eight weeks after which the situation will be reviewed.</p>	
Actions/controls under development	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and from October 22nd we will be introducing a streamlined approach to respond to Safeguarding Concerns. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p>	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
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Description	Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident.	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register</p>	
Internal Controls	<p>All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility which are to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified Service on call 24 hours per day, 365 days a year and are responsible for co-ordinating the Council's approach in an incident or emergency situation. In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews. Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>	
Actions/controls under development	<p>Consideration of a secondary telephony server within the DR site is currently ongoing. New technologies such as "Follow Me" are being developed as part of the new ways of working which will allow people to work from touch down points or even from home should their work place become unusable.</p>	
Ownership Managed By	John Major	

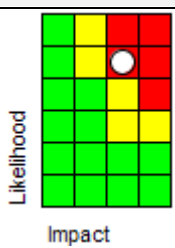
Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p>	

	<p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
Internal Controls	<p>Savings plans based on a demand management mode have been agreed, these also include renegotiating and remodelling services to help mitigate the pressure.</p> <p>H&WB Transformation and Change Board in place which includes Assistant Directors (AD) within the dept, Service Managers and AD Finance and Transformation. Meetings held on a monthly basis to review progress on saving plans.</p> <p>Monthly Finance and Performance meeting in place with Leadership Group focusing on reviewing budget position and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>At both meetings a savings tracker is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure</p>
Actions/controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. These discussions are taking place via the ECB and ICB etc</p> <p>Gap analysis undertaken on Care Act implementation and have identified areas which require further work. Business case put forward to support this work which will be integrated within the Departmental Transformation and Change Programme</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	<p>Increasing pressure on skills, competency, capacity and other resources caused by changes in systems, funding, organisational or delivery structures and culture results in adverse impact on educational attainment.</p>	
Potential Effect of risk	<p>Reduced employment and FE opportunity for young people due to low attainment at the end of KS4 and KS5.</p> <p>Inability to attract high value-added employment.</p> <p>Difficulty in the Recruitment and Retention of high quality teachers and leaders due to low standards and too many schools facing challenging circumstances.</p>	
Internal Controls	<p>Annual risk assessment of schools in July and the start of an academic year – at risk schools targeted for focused intervention, challenge and closer monitoring.</p> <p>Briefing notes produced as soon as Statistical First Releases(SFR) available and shared with the Directorate and key councillors.</p> <p>Provisional end of key stages for Early Years, KS1 and KS2 data collated and shared in July and for KS4 in September before the SFRs to allow the LA to identify underperformance and target resources accordingly.</p> <p>Half termly risk assessment of governing boards using the rag rating model</p> <p>Use of LA intervention powers – additional governors or Executive Interim Board (IEB)</p> <p>Use of LA/Governor monthly or half termly Scrutiny Committee meetings to monitor progress of schools causing concerns</p> <p>Letter of concerns sent to underperforming schools</p> <p>Letter of congratulation sent to improving schools</p> <p>Challenging conversations held with weak leaders and governors</p> <p>Sharing of best practice at LA termly HT briefing</p>	
Actions/controls under development	<p>September 2018- Phase 2 assimilation completed and Phase 3 due to be completed by 1st October. Transformation and restructure process timeline and milestones met and on track.</p> <p>Introduction of 'Keeping in Touch' visits to all LA maintained schools between Oct 2018 and July 2019</p> <p>Introduction of termly school improvement focused area meetings from November 2018.</p> <p>LA working in partnership with the Opportunity Fund and Teaching School Alliances to deliver a school to school support programme for 15 identified schools using local and external system leaders.</p> <p>LA working closely with the school successful in becoming an English Hub in the delivery of phonics workshops to the 22 schools with Year 1 phonics scores of 10% or more below the national average of 82%.</p> <p>Changes to Ofsted rules and regulation in summer 2018 has resulted in a lower</p>	

	<p>proportion of schools being judged as good or better both locally and nationally. In August 2017 76% of Bradford schools were judged to be good or better compared to 89.2% nationally. In August 2018 72% of Bradford schools were judged to be good or better compared to 85.6% nationally. The decline is due to Ofsted using converted and new academies' previous Ofsted inspection outcome. The LA is working with BPIP and other school partnerships in providing information to schools about the new framework due to be implemented in September 2019.</p> <p>Developing a more robust approach to challenging conversations with underperforming schools</p> <p>In the process of introducing School Improvement Management Committees as a replacement for IEB</p>
Ownership Managed By	Yasmin Umarji

Risk Code & Title	CRR_New_E&CS2 Safeguarding incident	Current Risk Matrix
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<p>Description</p>	<p>A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols. <u>Increased demand for child protection services, increase in referrals and children on plans. Caseloads have significantly increased for social workers.</u></p>	
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<p>Potential Effect of risk</p>	<p>Harm to an individual. Damage to the Council's reputation</p>	
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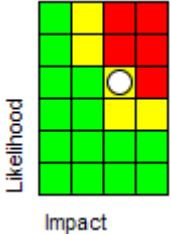
<p>Internal Controls</p>	<p>The action plans from the Safeguarding inspection in 2014 have been implemented. Safeguarding arrangements commended by Ofsted May 2014 - action plan devised for achieving improvements as recommended in the report within 6 month timescale. <u>Demand on Services</u> There is increased demand for child protection services; a steady increase in referrals and the numbers of children on plans has resulted in higher numbers supported by specialist services . In April this rose to above 1000 LAC. Caseloads have significantly increased for social workers. <u>Recruitment and Retention of Social Work staff.</u> The Council has funded a resource plan and increased the number of social workers, staff in the child protection unit and a multi-agency response to Eastern European families. It has proved difficult to recruit additional experienced workers and the quality of agency workers who are available is poor, this has resulted in continued vacancies and staffing levels are a potential risk. A review of caseload allocation has been put in place to ensure resources are aligned to need. <u>Bradford Safeguarding Children Board (BSCB)</u> The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team. <u>Front Door/MASH/CSE Team</u> There is a robust co-located multi-agency service for dealing with contacts, referrals and assessments, and an additional specialist multi-agency service for dealing with child sexual exploitation concerns; this has been further enhanced by co-location at Sir Henry Mitchell House from April 2015. The work of the Child Sexual Exploitation Hub is strong as evidenced in the Ofsted Inspection March 2014 and the review in 2015. There has been a good response to nationally required improvements to track and reduce risk for young people. Strengthening assessment processes through the single child assessment; the Board has implemented a non-engagement pathway to address working with difficult and evasive service users. BSCB and its partners have a programme of multi-agency case file audit and case challenge. Challenge panels have been put in place to focus on key areas of practice including CSE, and this has been further strengthened by a robust internal case file audit process. A quality assurance framework has been developed for children's services There has been further case file audit and challenge panels, together with the publication of a QA framework for Children's Social Care which has provided assurance and challenge around safeguarding work with vulnerable children. CSE has been reported to all area committees and the programme of awareness raising and training has continued.</p>	
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<p>Actions/controls under development</p>	<p>October 2018</p> <p>A review of caseload allocation has been put in place to ensure resources are aligned to need. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Childrens Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 11 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be</p>	
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	<p>tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p> <p>The risk has been increased to recognise the recent increasing demands and resourcing challenge's.</p>
Ownership Managed By	Jenny Cryer

Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.</p>	
Potential Effect of risk	<p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected) Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation Underspend of current funding</p>	
Internal Controls	<p>New contracts are developed in conjunction with key partners and are discussed with ESB Contracts are procured with specific reference to avoiding duplication of resources and funding Continue to promote streamlined provision and encourage providers to work in partnership to avoid duplication Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme. Customer numbers across all SfW DWP programmes will be less than 50 before the end of 2018 Reed in Partnership have started delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition. SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning and have received their 2018-2019 Contract Variation with the Maximum Contract Value allocated by the ESFA.</p>	
Actions/controls under development	<p>SfW 2018 restructure implemented in July 2018 to reflect the rundown of DWP contracts and reducing staff customer caseloads, and balanced by increase to community learning contract. Senior management is keeping abreast of the Government's devolution agenda for education and skills funding to a more local level i.e. West Yorkshire Combined Authority and Leeds City Region LEP. Officers are seeking to maximise funding opportunities and influence ESIF commissioning decisions, as well as trying to shape the policy agenda. Similar work is being undertaken through the Key Cities network, where our Deputy Leader holds the education and skills portfolio, and through the Leader's work on the LGA skills agenda. Organisations can bid for DWP Flexible Support Funding via the DWP Dynamic Purchasing System (DPS), where local jobcentre plus offices can purchase service for specific customer groups or area need. Organisations need to submit their Service Offer/s on the DPS that JCP can purchase.</p>	
Ownership Managed By	Jenny Cryer;	

Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
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Description	Rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place Damage to Council's credibility as leader if district-wide targets not met. Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability Need to re-prioritise and reallocate resources. Reduced ability to promote external investment. Amount of energy costs as gross figure and relative to the size of Council's estate/ activities Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year) Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall. Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought Actions identified in corporate energy cost reduction plan not delivered Funding for renewable energy and energy efficiency projects not available Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available Wider stakeholder community under resourced to deliver on action commitments Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction Changing legislation, political priorities, targets Global insecurity causing major fluctuations in energy costs</p>	
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year. Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets. Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network. Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p>	
Actions/controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p>	
Ownership Managed By	Ben Middleton	

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	<p>Central Government funding is likely to continue to reduce . The combination of past and future funding reductions and increasing service demand calls into question the long term sustainability of local public services</p>	
Potential Effect of risk	<p>Services run the risk of failing to deliver statutory minimum standards Budget is overspent. Suboptimal decisions could be made.</p>	

	<p>Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. The Fair Funding Review which is underway will determine the national funding picture.</p>
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy updated July 2018 Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy Project Appraisal Group established to scrutinise individual capital business cases</p>
Actions/controls under development	<p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making.</p>
Ownership Managed By	Andrew Crookham

Risk Code & Title	CRR_New_FSE 2 Information Security	Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
Potential Effect of risk	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>	
Internal Controls	<p>Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources Assistant Directors Assigned Information Asset Owners. Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities. Security breach notice and protocol is well established. IT Security Policies, guidance and procedures actively maintained and reviewed annually. GDPR Implementation Plan in place Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p>	

	Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place.
Actions/controls under development	Revised Online Training being finalised to incorporate new requirements of the Data Protection Act 2018 Implementation Plan will need to be completed through 2018/19 The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining performance.</p> <p>Critical inspection/ external/ scrutiny report.</p> <p>Non-compliance with statute or regulations.</p> <p>Prosecution / financial penalty.</p> <p>Outcomes not delivered</p> <p>Resources not effectively or efficiently allocated and utilised</p> <p>Financial loss.</p> <p>Reputational damage</p> <p>Failure to deliver value for money.</p> <p>Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	<p>Strong Governance & Audit Committee (GAC) and scrutiny arrangements.</p> <p>Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor.</p> <p>New Code of Corporate Governance Adopted by the Council in December 2017.</p> <p>Assurance exercise completed April 2018. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government"</p> <p>Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan.</p> <p>Established whistle blowing policy and procedure available to all staff.</p> <p>Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 27.9.18</p> <p>Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 27.9.18</p> <p>External Audit independent overview.</p> <p>Annual review of governance framework including Strategic Directors' compliance statements.</p> <p>Established insurance principles & processes</p> <p>New Corporate indicator set established</p> <p>Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes</p> <p>Increased demand on services/requests for assistance</p>	
Actions/controls under development	Well Run Council Transformation Board Back to Basics Approach	
Ownership Managed By	Joanne Hyde	

Risk Code & Title	CRR_New_FSE 4 Disruption or failure in other Public Sector operations or service provision	Current Risk Matrix
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Description	Operational failure or disruption, at worst organisational failure, in other parts of the public sector, caused by continuing fiscal constraint, leads to direct or indirect adverse consequences for Council services	
Potential Effect of risk	Additional unfunded demand Breakdown in supply chains making Council services inoperable Resources diverted into failing organisations which makes less available for the Council Emergency/high-cost activity by the Council to keep services running Management attention diverted	
Internal Controls	Liaison with other public bodies through existing governance, partnership and peer-to-peer contacts Engagement in devolution agenda at regional level Engagement with Bradford-based public sector leaders Monitor consequences of any such failures in other places	
Actions/controls under development		
Ownership Managed By	Kersten England	

Risk Code & Title	CRR_New_Health_1 Changing demographics	Current Risk Matrix
Description	Public Health priorities are threatened by rising costs and increasing resource pressures arising from changing demographics - rising birth rate and aging population.	
Potential Effect of risk	New balance to be struck in resource allocation between public protection and affordability Damage to reputation. This risk is likely to have a significant impact over the long term. Over a rolling review period of 3-5 years however the impact is considered to be marginal allowing for effective mitigation. The Authority needs effective systems for monitoring demographic trends.	
Internal Controls	Strategic Health Needs Assessment (HNA) completed Autumn 2014. The Bradford Dementia Strategy Group have agreed that HNA is in effect the Strategy. This has been accepted as such by: Health and Social Care Scrutiny, AWCCCG, BDCCG, BCCCG, BDCT. There is a 5 year action plan under auspices of the Dementia Strategy Group	
Actions/controls under development	Identification of needs through the Joint Strategic Needs Assessment refresh for completion in December 2018	
Ownership Managed By	Bev Maybury	

Risk Code & Title	CRR_New_Health_3 Health protection incident	Current Risk Matrix
Description	Public health is threatened by a health protection incident such as a communicable disease outbreak e.g. Pandemic Influenza or other disease or an environmental hazard e.g. severe weather.	
Potential Effect of risk	Widespread disruption of the local economy and social fabric. the number of cases of severe illness and deaths it causes summarises, the overall severity of a pandemic's impact e.g. viral property, population vulnerability, subsequent waves of spread and capacity to respond. This risk is composite in nature so risk factors will vary according to the nature of the incident	
Internal Controls	Development of a Pandemic Influenza Plan during 2014/15 which clarifies CBMDC's role	

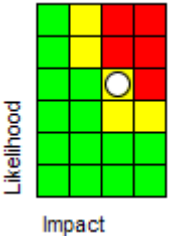
	<p>During 2014 a Bradford District Communicable Disease Outbreak Management Algorithm was developed by CBMDC Public</p> <p>The Outbreak Management Algorithm dovetails with the following documents:</p> <ul style="list-style-type: none"> - West Yorkshire Gastro-intestinal Disease Management Protocol - West Yorkshire Specification for Local Health Protection Responsibilities - PHE Communicable Disease Outbreak Management Operational Guidance <p>The CBMDC led Bradford District Resilience Forum (BDRF) has been operational since November 2014 and aims to provide a co-ordinated approach to integrated emergency management as determined by the risks and needs throughout the district of Bradford, in accordance with the requirements of the Civil Contingencies Act 2004.</p> <p>As well as Influenza and communicable disease outbreak specific planning mechanisms, the CBMDC Emergency Management Plan (Feb 2015) outlines the strategic and operational arrangements to be undertaken in the event of any emergency.</p> <p>The Council's Adverse Weather Plan and Flood Plan outline the procedure for the distribution of weather warnings and define the framework for response to adverse weather incidents.</p>
Actions/controls under development	<p>Work is continuing to ensure other key health protection areas such as infection prevention and control (including health care associated infection), screening and immunisations and various elements of environmental health continue to be priority areas and links between Environmental Health, Public Health, PHE, NHS England and other key agencies continue to develop in a manner which enhances the delivery of services and functions seeking to address health protection issues.</p> <p>Identification of needs through the Joint Strategic Needs Assessment refresh for completion in December 2018</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
Description	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in.</p>	
Potential Effect of risk	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p> <p>Negative impact on regeneration priorities and neighbourhoods.</p> <p>Negative impact and wasted resources associated with a large number of empty homes.</p> <p>Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community</p> <p>Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p>	
Internal Controls	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targetted interventions.</p> <p>Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Housing and Homelessness Strategy is currently under review as it expires in 2019.</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans</p> <p>Strategic Housing Market Assessment (SHMA) and the Strategic Housing Land Availability Assessment (SHLAA) developed by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet</p>	

	<p>the District's housing needs.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered a total of 418 affordable homes for rent.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2350 requests for assistance during 2017/18</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>
Actions/controls under development	<p>Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council. Document awaiting final approval.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the current 2015-2018 Affordable Housing Programme (approach approved by the Executive on 10 March 2015).</p>
Ownership Managed By	Shelagh O Neil

Risk Code & Title	CRR_New_R&I Regeneration and Investment	Current Risk Matrix
Description	Loss of confidence in the local economy and regeneration prospects caused by failure to engage with the private sector, poor planning or ineffective interventions.	
Potential Effect of risk	<p>Inability to raise funds for projects. Reduced job opportunities and business growth Increasing deprivation. District does not emerge from / break out of a subsidy culture to achieve a diversified and resilient economy. Delivery of local plans and economic growth adversely affected. Decline in the city and town centres Inability of transport infrastructure to accommodate demand for travel. Investment levels -enquiries and secured investments</p>	

	<p>Lack of conducive environment for developers</p> <p>Business rates growth</p> <p>Premises vacancy/occupancy rates</p> <p>Reduction in projects delivered</p> <p>Support for businesses post-Brexit</p> <p>Inability to influence regional and national funding post European funding</p> <p>Continued reducing corporate resources - impact on the non-statutory function of Economic Development</p>
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Monitoring of economic intelligence and performance through monthly economic update bulletins and relevant `on the day` briefings; sharing of information across the Council and Partners. Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Relationship management - development and monitoring of benefits from key programmes such as the European Social Integration Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p>
Actions/controls under development	<p>Implementation of Economic Growth Strategy – Delivery Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Engagement in plans for Shared Prosperity funding</p> <p>Economic Partnership</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Contractual development of local plans</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p>
Ownership Managed By	Shelagh O'Neill

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p>Description</p>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
<p>Potential Effect of risk</p>	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
<p>Internal Controls</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership of the Health and Well Being Board and is accountable to BDP. It is committed to working with all the Bradford District Partnerships to embed principles of cohesion and inclusion in their work. Neighbourhood Service supported Ward Officer Teams - reporting community tensions as part of standard agenda – including police. Council Wardens record issues that may lead to increased community tensions. Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Community Safety Partnership co-ordinates a Reassurance and Engagement group. The Community Safety Partnership subgroup - Neighbourhood and Community Strategy group -overview of Communities of Interest. Police incidents which may have an impact on tension are shared with relevant partners. The Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
<p>Actions/controls under development</p>	<p>A local strategy has been developed which will lead to a programme of work to respond to the government's Integrated Communities Strategy. A decision on funding is expected in October.</p> <p>A new 'Stronger communities Partnership' is being put in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p>	
<p>Ownership Managed By</p>	<p>Ian Day</p>	

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Report of the Strategic Director of Health and Wellbeing to the meeting of the Executive Committee to be held on 6 November 2018

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Subject:

A report on Older People's accommodation across the District as part of implementing the Happy, Healthy and at Home vision.

Summary statement:

This report outlines progress made and proposed plans in the implementation of the integrated system vision Happy, Healthy and at Home, in relation to accommodation and support services for older people. The Care Quality Commission (CQC) system review, completed in February 2018, found there was a clear shared and agreed purpose, vision and strategy described across the system. The vision was articulated throughout all levels of the system. CQC found that the next steps for the system will be to translate the vision into detailed modelling and operational practice.

The proposed plans outlined in the report are in line with enhancing partnerships and integrated service provision to support older people (including people living with dementia) to remain independent for as long as possible and have choice and control about how they live their lives.

Bev Maybury
Strategic Director of Health and Wellbeing

Portfolio:
Healthy People and Places
Councillor Ferriby

Report Contact:
Lyn Sowray
Deputy Director
Health and Wellbeing
Phone: (01274) 432902

Overview & Scrutiny Area:
Health and Social Care

SUMMARY

This report outlines progress made and proposed plans in the implementation of the integrated system vision Happy, Healthy and at Home in relation to accommodation and support services for older people. The Care Quality Commission (CQC) system review was completed in February 2018 and found that there was a clear shared and agreed purpose, vision and strategy described across the system. The vision was articulated throughout all levels of the system. CQC found that the next steps for the system will be to translate the vision into detailed modelling and operational practice.

The proposed plans outlined in the report are in line with enhancing partnerships and integrated service provision to support older people (including people living with dementia) to remain independent for as long as possible, and have choice and control about how they live their lives.

1. BACKGROUND

The Council Executive approved the establishment of the Great Places to Grow Old Programme at the meeting held 15 January 2013. The Transformation Programme is a joint plan with the NHS and incorporates the work commenced in 2009 to develop a strategy for the Council's in-house residential and day services. It includes the implementation of some of the Better Care Fund plans which are focused on integrated health and social care service delivery - as outlined in the Yorkshire and Harrogate Integrated Care System Plan. Delayed transfers of care is a key measure, which across the Bradford District we have consistently performed well in, in relation to other areas of Yorkshire and Humber and nationally.

1.1. The Health and Wellbeing Department's Home First – Our Vision for Wellbeing

This was approved by the Council Executive on 4 April 2017. The aim is to reduce demand for paid for social care services by helping people early, where we will try to prevent minor things developing into major concerns. It aims to build support around people so they can be more independent and will focus on what people can do rather than what they cannot do. We want a more positive approach so that people can live their lives to the full. The Bradford and Airedale & Craven Integrated Health and Care Plan have enshrined the same vision and aims of Home First within all the change programmes, developing new ways of working together across the District.

1.2 Market Shaping and Commissioning Guidance

The Care Act (2014) introduces duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality care and support in their area, for the benefit of their whole population regardless of how the services are funded. The statutory guidance to the Care Act states the market should include a variety of different providers and different types of services. This should include a genuine choice of service type, not simply a selection of providers offering similar services. It must include services for older people. We want to move forward with offering

personalised services for older people. The guidance for Bradford Council has been refreshed in order to implement the Home First Vision. This is supporting the implementation of key benefits within the Happy, Healthy and at Home programme and the integrated health and care plan, including all social care and support providers workforce development - with the shared goal of ensuring a trained, quality workforce who have the relevant skills and appropriate working conditions.

2. CARE HOME MARKET

2.1 The Integrated Residential and Nursing Care Framework 2016-2020 was awarded in October 2016. The new framework arrangements support providers to shape their services to meet the needs of individuals and to support the personalisation and integration agendas locally, in partnership with the Council and NHS colleagues. The new models of care in all the Clinical Commissioning Group (CCG) areas support people living in care homes and will include providers of care home provision as partners in localities working with NHS, VCS and Council providers.

2.1.1 We will support care home providers to respond to people's changing needs, either at a time of illness or deteriorating condition so that people can remain at their place of residence with additional support - rather than be transferred to hospital unnecessarily. When someone who lives in a care home is admitted to hospital we will work closely with the care home providers to support them to return back to their place of residence as soon as possible.

2.1.2 Quality

2.1.3 The frameworks support providers in fostering a culture of continuous improvement and quality which is monitored by the Council's contract monitoring team. The team work closely with providers to ensure that service improvement action plans are in place to raise quality and standards. Homes of concern are reviewed fortnightly and a log has been set up to evidence the input of support provided by the Local Authority and the CCGs.

2.1.4 The Local Authority and CCGs have worked together with providers to improve the quality of care and support. The number of providers who were assessed by the CQC as "inadequate" across the District in April 2016 was 12% - this has now reduced to 3.4%. The BCF includes plans that support this partnership approach with Care Home providers. Multi agency provider forums have been re-established and we are working closely with providers to improve quality, workforce and training.

2.2 Council Managed Residential and Day Services

2.2.1 The strategy for the Council's in house residential and day services in 2009 focussed on streamlining and modernising the residential and day care services at 5 care homes to focus on specialist dementia care services and short term support, alongside a programme to decommission 6 of the initial 11 care homes in existence in 2009.

2.2.2 This strategy was reviewed in spring 2012 and included a public consultation on the future of 3 care homes (Neville Grange, Holmeview and Harbourne) where

decommissioning was proposed. The consultation was completed in May 2012 and highlighted significant risks to decommissioning these homes as there were insufficient specialist residential dementia care beds in the independent sector. The strategy included a plan to build 5 residential homes across the District and capital was agreed to support this development. A revised financial appraisal of the strategy to redevelop the 5 homes was presented to the Council's Executive on 17 July 2012, which outlined key issues in relation to the affordability of the 5 homes being built.

- 2.2.3 On the basis of the consultation concerning the future of Harbourne, Holmeview and Neville Grange, and revised financial appraisal, it was recommended to Council Executive in July 2012 that Council officers work with NHS colleagues in implementing joint plans to improve efficiencies across the whole system, to implement and align existing strategies and to create an integrated plan that covered the whole spectrum of services including accommodation and support, day services, specialist housing (including extra care) short term support (including intermediate and respite care) through to long term residential and nursing care.
- 2.2.4 In 2013 it was agreed as part of Adult Services budget reductions to decommission in-house social care day services over a three year period. By 2016 this had been achieved along with the budget reduction. The remaining day service provision is funded as part of the Better Care Fund and is for people living with dementia. This is provided in partnership with the NHS. Social care day care is now provided in communities by community and voluntary sector providers. Support in communities is being reviewed in line with the department's Home First Vision for Wellbeing.
- 2.2.5 The decision of the Council to approve the closure of 2 residential homes over 2 financial years (as part of the Adult and Community Services budget proposals for 2014/15 and 2015/16) was made in the context of the Great Places to Grow Old (GPGO) delivery programme which was endorsed by the Executive in January 2013. The plan includes the proposal (previously agreed by Executive in 2009) that the in-house service no longer continues as a long term provider (except for specialist dementia care), to enable the delivery of flexible support as part of the joint community beds strategy in development with the NHS.
- 2.2.6 Neville Grange residential care home in Saltaire closed in November 2013 to allow the development of 45 new build extra care apartments and a 20 bed intermediate care centre. This development was going to be a partnership between Incommunities, Adult Services and the NHS. It was anticipated that the development would be operational in late 2015. However, Incommunities made a decision to withdraw from the partnership, meaning that the plan to develop the 45 extra care apartments will not now be built.
- 2.2.7 The revenue costs for providing services at Neville Grange have been used as part of the budget savings for Adult Services in 2015/16. An 2016 outline plan for the Council owned land (Neville Grange site) was drafted and an expression of interest was submitted to the then STP capital fund, which was supported by the CCG for a bid of £4.5m (which included a 50 bedded unit to re-provide two or three of the in house residential homes in Bradford). The proposal did not get support from the STP capital fund and is proposed in this report.

- 2.2.8 The decision was made by the Council's Executive on 18 February 2014 to decrease provision by closing a further two in house residential homes, subject to formal consultation. Subsequently, a consultation on Harbourne residential home commenced on 9 September 2014 and a paper was presented to Executive on 16 October 2014. The decision was made to decommission Harbourne and this home closed in January 2015.
- 2.2.9 The plan to consult on the decommissioning of another Council managed home as per the GPGO plan was delayed in April 2016 because of concerns regarding the quality of provision in the independent sector as assessed by the CQC. At the time, 12% of care homes were assessed as being "inadequate" and could not be used for new placements. Currently 3.4% of care homes are now assessed as being "inadequate" which is a significant improvement. This is as a result of joint quality improvement work between Adult Services, NHS colleagues and Care Home Providers, with the support of CQC.
- 2.2.10 A report was presented to the Executive on 20 June 2017 for members to make a decision on the future of Holmeview, a specialist dementia care home on the Holmewood estate. The Executive agreed to the home being decommissioned and Holmeview closed in October 2017. This currently leaves 5 in house residential homes which provide a total of 162 beds across the District. Appendix 1 outlines the current profile of Council-managed beds.
- 2.2.11 As Council managed beds become available these are being converted from long term use to more flexible use for short-term care to enable greater independence and to respond to demand for crisis support. This short-term support offers an opportunity for people to be supported through a crisis or carer crisis and enabled to return home. Short term beds are also provided to enable people to recuperate after a hospital admission or as part of a rehabilitation plan after an accident. This has contributed to the good performance in reducing numbers of days people are delayed in hospital. The Bronte development is on target to be completed by March 2019 (previously this was January 2019). The 50 bedded residential unit will accommodate dementia specialist services currently based at Holmewood, Keighley. The remaining beds will be used for short-term care for both assessment and intermediate care in partnership with health services. These beds will enable a timely discharge from hospital allowing the individual to regain their confidence and facilitate a period of comprehensive multi-agency assessment and support back in to the community.
- 2.2.12 An outline plan for the council owned land (the former Neville Grange site) has been drafted and this has been included in the Community Beds Strategy for Bradford. The site can accommodate a 50 bedded residential unit to the specification of the new build on the Bronte site. If approved other local authority based service would be relocated here. This would enable at least 2 of the existing Bradford Council managed care homes to be reprovided in a purpose built building and would future proof services in Bradford.

2.3 Extra Care

- 2.3.1 A key element of GPGO and 'Happy Healthy and at Home, is for the Council to

support the development of extra care housing schemes due to the shortage across the District. Extra care housing is designed with the needs of frailer, older people in mind and provides 24-hour care and support on site. People who live in these schemes have their own self contained homes with their own front doors, but can also use communal facilities which can include: restaurant/dining facilities, hairdressers, health/fitness facilities and a computer room. This is a key element of the housing strategy to be developed across the District's localities/wards.

2.3.2 Extra Care and Future Developments

2.3.3 The Council has been successful in a bid to the Homes and Community Agency for grant funding to support the building of 69 extra care flats (32 two-bedded and 33 one-bedded) in Keighley at the Bronte school site and a 50 bedded short stay residential unit. Some of the apartments have been specifically designed to support people who are living with dementia and their families. Following the tender process using the Yortender framework, the contract for the project has been awarded to Wildgoose Construction. The building will be completed in March 2019 and a process to identify tenants for the supported living apartments has commenced. Currently there is a waiting list for people wanting to move into extra care living in the Keighley area.

2.3.4 The use of technology such as Just Checking, and adaptations, will be increased so that people are supported to maintain independence without paid for services and risks are managed. We will work with colleagues within Strategic Housing in Place department to review the Disabled Funding Grant (DFG) pathway so that we can optimise the Better Care Fund DFG investment, which is focused on supporting people to remain in their place of residence for as long as possible, and enables people to transfer from hospital as soon as they require no further hospital medical treatment.

2.4 The development of an integrated locality based asset management and vulnerable adults housing plan.

2.4.1 Public Health have done a huge amount of work over the years to understand the population need for community beds and explore opportunities to support people to remain in their own homes. Modelling work suggests 168 community beds are needed in the Bradford area and 66 in Airedale. More recent work has been undertaken examining opportunities to keep people out of hospital (including A&E and acute beds), which is helping to shape the multi-agency assessment unit. Plans are continuing to be refined and informed by evidence and need. Health and wellbeing profiles have been developed for our emerging 13 communities across the District, which alongside the Joint Strategic Needs Assessment, are informing the strategic planning of services across the health and care landscape.

2.4.2 It has been agreed by senior officers within the Council (Place, Corporate and Health and Wellbeing departments) and the CCGs, to work together to develop an integrated plan based on localities (wards and constituencies) of current assets, health and care provision for all of the population and needs assessments as undertaken by Public Health. This will form the basis for planning housing for vulnerable people and for planning the supply of care and support. The locality plans

will be used by interagency staff working in the localities as a basis for discussion with citizens living in the localities as well as informing and involving elected members.

3. PROPOSALS FOR THE COUNCIL MANAGED RESIDENTIAL CARE HOMES

3.1 Future of Thompson Court - Crossflats

3.1.1 During 2017/18 Thompson Court has undergone extensive capital work as part of the Council's capital programme. Currently Thompson Court has 5 people living there and has 32 beds which are used for short stays to prevent people being admitted to hospital and to assess and enable people after being in hospital. The Thompson Court building is now in good condition after the capital works. The unit is essential to the out of hospital and new models of care development plans for the future. The revenue funding is 50% funded by system resilience funding and Better Care Funding. Therefore we are proposing to continue to operate services from Thompson Court for the foreseeable future. The unit provides services for people in Keighley, Wharfedale and North Bradford.

3.2 Neville Grange site in Saltaire proposal

3.2.1 As outlined in 2.2.12 a business case has been developed with plans ready to submit for planning formulated by architects using capital GPGO funding for a 50 bed short stay residential home on the site of Neville Grange in Saltaire. The intention would be to reprovide 2 of the existing Council managed care homes, which currently have 62 beds into the new unit. The unit would be for short stay and currently the Council has some people living in the care homes, as previously stated we have not been offering beds for long stay residents into the Council managed care homes for the past 2 years and the numbers of long stay residents is reducing every year. The 2 reprovided care home sites would be able to be disposed of with the capital receipt from the disposal coming to the Council. The development would future proof Council managed care homes in Bradford as the current care home buildings are not sustainable in the long term and will require considerable investment going forward.

3.2.2 The proposed plans are supported by partners and are included in the Bradford community beds strategy. We are seeking permission from the Executive to proceed to a full business case which would be submitted to PAG. The continued provision of Council managed residential beds is required because it supports people to remain in their own home for longer as demonstrated by the reduction in long term placements to care homes. It is an essential component to the out of hospital services which reduces unnecessary admissions to hospital and reduces delayed transfers of care from hospital - as evidenced by Bradford's current good performance on delayed transfers of care. The revenue costs of the 50 bed unit would be met by the current revenue costs of the homes which would be re provided and any additional revenue would be funded from the NHS/Better Care Fund.

3.3 Future of the third Council managed Care Home in Bradford

Based on the current community beds strategy and needs assessment we would expect to reprovide Woodward Court specialist dementia unit into the Neville Grange

redevelopment. Woodward Court currently has 28 beds and this has proved to be frequently insufficient at times because the numbers of specialist NHS beds have reduced significantly over the years. The implementation of the Community beds strategy as part of the Out of Hospital programme will continue to develop detailed integrated plans with the NHS whilst working in partnership with the independent providers of care homes, this will influence the purpose and future use of Council managed care homes in Bradford.

3.4 Care Act 2014

- 3.4.1 The Care Act 2014 requires the local authority to ensure that people are provided with services if their current provider of service is unable to provide support. The current Council managed residential homes are a significant safety net for the Council and have been used at times to support people when their service has no longer been able to provide support for them. This has enabled the Health and Wellbeing Department to control its expenditure on care home placements. As previously outlined we are planning to enhance our partnership working with NHS providers, local authority provider officers and independent care home and home support providers so that we can have sustainable quality provision across the Bradford District. Local authority commissioners and CCG commissioners are also working in partnership to ensure there is a vibrant market of care providers across the District as required by the Care Act.

4. CONTRIBUTION TO CORPORATE PRIORITIES

- 4.1 Bradford Council Plan 2016–2020 to create as good a quality of life as possible for the people and communities of the Bradford District.
- 4.2 Health and Wellbeing Strategy 2013–2017 to improve health and wellbeing and reduce health inequalities, in particular contributes to the following action plan priorities:
- Priority 9 – to improve diagnosis, care and support for people with dementia and improve their and their carers' quality of life.
 - Priority 10 – to promote the independence and wellbeing of older people.
- 4.3 Home First - Our vision for Wellbeing January 2017 to help people to be independent and have a better quality of life by meeting their care and support needs within their own home, keeping them near their friends and family for as long as possible.

5. FINANCE AND RESOURCES

- 5.1 The savings required for older people residential care for 2018-19 are £974k. This is to be achieved through reducing demand for residential services. The result of this is an increase in numbers of people and hours of Domiciliary Care in line with the department's strategy.

5.2

Residential & Nursing Fees	2015-16	2016-17	2017-18	*2018-19
Average OP Residential Population	943	892	787	705
Average OP Residential Weeks of Care	49,080	46,486	40,875	36,660
Gross Expenditure Residential Fees	£26m	£25m	£24.7m	22.8m
Average Gross cost to the Council pppw	£529.75	537.79	604.28	621.93
Average OP Nursing Population	346	342	326	300
Average OP Nursing Weeks of Care	18,099	17,861	16,913	15,600
Gross Expenditure Nursing Fees	£10.5m	£10.2m	£10.2m	£10.2
Average Gross cost to the Council pppw	£580.14	£571.07	£603.08	£653.84

*Forecast at Period 5

5.3 The average number of service users at the end of 2017/18 was 787 for older people in residential care. In order to achieve the £974k savings reduction for residential care, the Council would need to reduce the number of service users by approximately 8% to 721; the current forecast for period 5 is showing that this reduction will be fully achieved.

5.4 The reduction in placements will be achieved by supporting more people in their own homes or in extra care supported housing. The Council will also aim to achieve reductions in the numbers of older people needing long term residential and nursing care by using technology to help them stay independent and by working closely with health partners to plan and deliver services.

5.5 In 2016/17 the Council moved towards reducing the number of long stay beds within the in house homes. This increases pressure on purchasing care in the independent sector and meeting the savings targets. The number of long stay beds reduced from 78 in 2016/17 to 57 in 2017/18. This is forecast to reduce further in 2018/19; as at September 2018 there are now just 35 long stay beds across the five in house homes.

5.6 The Council has undergone a process of closing some residential homes as part of the Great Places to Grow Old programme. Harbourne and Holmeview have closed resulting in budget reductions of £2m (including Neville Grange and day services).

5.7 The fee increases for the independent sector have been largely due to the increase in the National Living Wage which increased from £7.50 to £7.83 in April 2018. Based on the proportion of staffing costs within the fee structure, it was decided that an uplift of 3.26% would be necessary in 2018/19

5.8 Outline costs and plan for revenue from NHS Trust for Bronte

5.8.1 A financial analysis examining the Bronte scheme was undertaken in July 2016 prior to a formal submission to the Project Appraisal Group (PAG). The cost of both the extra care and residential scheme was approximately £16.8m (£12.3m for extra care and £4.5m for the residential home). The funding for the build would come through a mixture of corporate funding, prudential borrowing and government grants. The successful bidder from the tender process, Wildgoose Construction, tendered at significantly less than the expected cost at £10.8m (£7.4m extra care and £3.4m residential). The scheme is currently projected to cost in region of £12.8m and is

expected to be completed by January 2019. The financial model was based on the closure of two in house residential homes with staff expected to move the new site. The sale of these two sites will also generate capital receipts for the Council. The new building will be owned by the Council who will also provide both the residential and extra care. The Council will be looking to use a RSL for the management of the flats in the extra care scheme who will be responsible for collecting the rent.

5.8.2 Reprovision of Holmewood in Keighley into the Bronte school redevelopment of a 50 bed residential unit attached to 69 Extra Care apartments. It is proposed that the current provision of Holmewood will be reprovided at the new 50 bed short stay unit near Oakworth. The 12 people who currently live at Holmewood will be consulted along with their families and advocates about the move to the residential home. This is scheduled to take place in April 2019. The Holmewood site will then be transferred to the Council asset management team for disposal and the Council will realise the capital receipt from the asset.

5.8.3 The revenue funding for the 50 bed unit will come from the current revenue funding for Holmewood and from additional Better Care Funding which is currently being used to fund short term intermediate care beds in an independent care home and in Airedale NHS Foundation Trust at Airedale General Hospital. It is anticipated that ANHSFT will use the beds released by using the Council managed beds for planned care (surgery) at a reduced cost to the CCG. If this is not confirmed, then one of the three homes in Bradford will be decommissioned, as per the business case, to provide the revenue required in 2019. The iBCF winter resilience funding will be used to contribute to the revenue costs for the Council managed residential beds this winter as it was last year.

5.9. Outline costs plan for Saltaire plan

5.9.1 It is proposed that the former site of the Neville Grange residential care home in Saltaire is developed into a 50 bedded short term care home. In order to fund this scheme there will be a need to close two additional in house residential homes with the service provision transferring to the new building.

5.9.2 The cost of the new build would be met through a combination of corporate funding and prudential borrowing and is expected to cost in the region of £4.5m. The financial model supporting the proposal is showing that there would be an additional cost of £0.5m annually over the life of the scheme. There is a need to ensure that this annual shortfall is addressed and any funding to meet this gap is agreed before the proposal is taken to the PAG.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

6.1 In Bradford the 2 Bradford CCGs have undertaken considerable work in developing out of hospital integrated services, including a Community beds strategy.

6.2 In Airedale Wharfedale and Craven (AWC) CCG area, the development of new models of care is taking place in Airedale (Keighley/Silsden) and Wharfedale. The Council is fully participating in this work which includes developing services to reduce

people needing to go into hospital and enabling people to transfer home or to a short term bed for assessment once they no longer require acute medical care. These programmes of work report into the AWC Health and Care Partnership Board.

6.3 The Better Health Better Lives programme is managing the Council's contribution to the partnership and this includes risk management of the Council's assets and resources.

6.4 The business case for the development of the Bronte school site for the Extra Care apartments and 50 bed residential unit was approved at the Project Assurance Group (PAG). The proposed business case for the development of a 50 bed unit on the Neville Grange site will also be submitted for approval to PAG.

7. LEGAL APPRAISAL

7.1 Duties of the LA under the Care Act 2014

7.2 Specific to this report are the principles of –

- promoting individual wellbeing set out in s.1 and
- preventing needs for care and support set out in s.2.

7.3 In terms of promoting diversity and quality in provision of services this is set out in Section 5 (1) and includes the market shaping duty, the duty of the LA to promote an efficient and effective market of care and support services for people in its area available to meet people's needs. In s.5 (2) the following must be considered by the LA (this list is not exhaustive) –

- having and making available information about service providers and the types of service they provide
- current and likely future demands for services and how providers might meet this demand
- enabling service users and carers to participate in work, education or training, where they wish to do so
- ensuring market sustainability
- fostering continuous improvement in the quality, efficiency and effectiveness of services
- fostering a workforce that can deliver high quality services.

It is important to note that when commissioning services consideration must be given to the effect of commissioning decisions on the wellbeing of the people using the services (this duty is explicitly set out in s.5(4)).

8. OTHER IMPLICATIONS

8.1 Equality & Diversity

8.1.1 The Public Sector Equality Duty under the Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - 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
 - relevant protected characteristics include age, disability, gender, sexual orientation, race, religion or belief.
- 8.1.2 The status quo is not sustainable, both in terms of the risks of continuing to deliver services in the buildings as they are and the impact of demographic growth on the existing pattern of service provision.
- 8.1.3 An initial and full Equality Impact Assessment (EIA) was conducted for the last report in May 2017 and a further EIA was completed in October 2018 for this report and attached as Appendix 3.
- 8.1.4 The EIA concludes that the balance of risks is higher towards current service users and would have a disproportionate high impact on characteristics defined under equalities legislation regarding age, gender, disability.
- 8.1.5 Actions are proposed to reduce or remove any negative impact as outlined in the EIA plan attached as Appendix 3.

8.2 Greenhouse Gas Emissions Impacts

- 8.2.1 The overall impact of homes built between the 1960s – 1980s is that people would be cared for in more energy-efficient buildings. In particular, the plans for the proposed new-build homes would include modern energy and cost-saving measures in the design and build.

8.3 Community Safety Implications

- 8.3.1 Older people with dementia and other long-term conditions are among the most vulnerable people in the community. Providing high quality care and appropriate environment for care services is consistent with the Council's statutory duty to safeguard vulnerable adults.

8.4 Human Rights Act

- 8.4.1 The Human Rights Act 1998 makes it unlawful for any public body to act in a way which is incompatible with an individual's human rights. Where an individual's human rights are endangered, Local Authorities have a duty to balance those rights with the wider public interest and act lawfully and proportionately. For this report, the most relevant rights from the 16 covered in the Human Rights Act (1998) are:
- the right to respect for private and family life
 - the right to peaceful enjoyment of your property (if this were interpreted broadly as enjoyment of one's home)

- the right to freedom from inhuman and degrading treatment
- the right not to be discriminated against in respect of these rights and freedoms.

8.4.2 The definition of adult abuse, in guidance issued under statute, is based on the concept of human rights: “Abuse is a violation of an individual's human or civil rights by any other person or persons”. (No Secrets, Department of Health, 2000).

8.4.3 As with the equal rights considerations, the proposed changes are expected to have an overall positive impact on these considerations though there is a risk of adverse impact for individuals who live in the homes currently. In line with legal requirements and Council policy, vulnerable individuals and their friends, families and advocates have been and will continue to be involved in any consultation process and planning of changes, and that planning of change is fair and proportionate, and seeks to mitigate any identified adverse impacts of decisions made.

8.5 Trade Unions

8.5.1 All changes to staff employed by the Council are fully consulted with all trade unions via the Council's industrial relations agreements. No staff reductions are anticipated by any of the developments outlined in this report.

8.6 Ward Implications

8.6.1 All ward Councillors are either currently involved or will be briefed and involved in any of the developments or changes described in this report.

8.7 Area Committee Action Plan Implications (For reports to Area Committees only)

Not applicable

8.8 Implications for Corporate Parenting

Not applicable

8.9 Issues Arising From Privacy Impact Assessment

Not applicable

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

10.1 That the business case be completed for the development of a 50-bedded short-term care home on the former site of Neville Grange in Saltaire which is in line with the Bradford integrated health and care partnership community beds strategy

implementation plan. The business case is subject to approval at the Council's Project Assurance Group and by the Strategic Director Health and Wellbeing in consultation with the Portfolio holders for Healthy People and Places, and Regeneration, Planning and Transport.

10.2 The Executive is asked to endorse the plan to develop integrated needs assessment based on wards and constituencies across the Bradford District to be used by the Council, NHS, and other partners as the basis for planning housing developments for older people and market development of the care market.

The needs assessment will map:

- demographic profile – older people, learning disabilities, physical disabilities, mental health
- health needs profile by Locality
- GP practice location/population
- current provision of social care paid for by the LA, support at home, extra care, nursing and residential care and day services
- voluntary and Community service assets, including community capital assets owned by the Council.

11. APPENDICES

Appendix 1 - Summary of Current In House Care Provision

Appendix 2 – BCF Metrics

Appendix 3 - Equality Impact Assessment

13. BACKGROUND DOCUMENTS

None

Appendix 1

In House Care Provision (August 2018)

Area	Care Home	Total (beds)	Current Designation		Registration categories	Comment
			Long Stay	Short term		
Homes with specialist mental health registration						
Keighley BD22 6AB	Holmewood	28	12	16	Dementia	Recent Investment £378,000
Bradford BD15 7YT	Woodward Court	28	5	23	Dementia / challenging behaviour	Significant investment to make dementia friendly
Subtotal		56	17	39		
Homes with no specialist mental health registration						
Bradford BD2 4BN	Beckfield	34	9	25	Adults	Long stay beds are also used as IC beds
Bradford BD6 1EX	Norman Lodge	35	4	31	Adults	Unit to become short stay/IC
Bingley BD16 2EP	Thompson Court	37	5	32	Adults	
Subtotal		106	18	88		
TOTAL		162	35	127		

Appendix 2

The following are standard HWBB BCF national metrics which as in every area's BCF plan:

- Number of Non-elective admissions to acute care
- Long-term support needs of older people (ages 65+) met by admission to residential or nursing care homes, per 100,000 population
- Proportion of older people (aged 65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services
- Delayed transfers of care (delayed days) from hospital per 100,000 population (aged 18+)

Appendix 3

Equality Impact Assessment Form

Department	Adult and Community Services	Version no	0.1
Assessed by	Dean Roberts	Date created	01.10.2018
Approved by	Lyn Sowray	Date approved	19.10.2018
Updated by	Rachel Roberts	Date updated	25.10.2018
Final approval	Lyn Sowray	Date signed off	26.10.2018

Section 1: What is being assessed?

1.1 Name of proposal to be assessed:

A report of the Strategic Director of Health and Wellbeing to the meeting of the Executive Committee to be held on 6 November 2018 on Older People's accommodation across the District as part of implementing the Happy, Healthy and at Home vision.

1.2 Describe the proposal under assessment and what change it would result in if implemented:

1.2.1 BACKGROUND

The Council Executive approved the establishment of the Great Places to Grow Old Programme at the meeting held 15 January 2013. The Transformation Programme is a joint plan with the NHS and incorporates the work commenced in 2009 to develop a strategy for the Council's in-house residential and day services. It includes the implementation of some of the Better Care Fund plans which are focused on integrated health and social care service delivery - as outlined in the Yorkshire and Harrogate Integrated Care System Plan. Delayed transfers of care is a key measure, which across the Bradford District we have consistently performed well in, in relation to other areas of Yorkshire and Humber and nationally.

- **The Health and Wellbeing Department's Home First – Our Vision for Wellbeing**

This was approved by the Council Executive on 4 April 2017. The aim is to reduce demand for paid for social care services by helping people early, where we will try to prevent minor things developing into major concerns. It aims to build support around people so they can be more independent and will focus on

what people can do rather than what they cannot do. We want a more positive approach so that people can live their lives to the full. The Bradford and Airedale & Craven Integrated Health and Care Plan have enshrined the same vision and aims of Home First within all the change programmes, developing new ways of working together across the District.

- **Market Shaping and Commissioning Guidance**

The Care Act (2014) introduces duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality care and support in their area, for the benefit of their whole population regardless of how the services are funded. The statutory guidance to the Care Act states the market should include a variety of different providers and different types of services. This should include a genuine choice of service type, not simply a selection of providers offering similar services. It must include services for older people. We want to move forward with offering personalised services for older people. The guidance for Bradford Council has been refreshed in order to implement the Home First Vision. This is supporting the implementation of key benefits within the Happy, Healthy and at Home programme and the integrated health and care plan, including all social care and support providers workforce development - with the shared goal of ensuring a trained, quality workforce who have the relevant skills and appropriate working conditions.

1.2.2 PROPOSAL FOR THE COUNCIL MANAGED RESIDENTIAL CARE HOMES

- **Future of Thompson Court - Crossflats**

During 2017/18 Thompson Court has undergone extensive capital work as part of the Council's capital programme. Currently Thompson Court has 5 people living there and has 32 beds which are used for short stays to prevent people being admitted to hospital and to assess and enable people after being in hospital. The Thompson Court building is now in good condition after the capital works. The unit is essential to the out of hospital and new models of care development plans for the future. The revenue funding is 50% funded by system resilience funding and Better Care Funding. Therefore we are proposing to continue to operate services from Thompson Court for the foreseeable future. The unit provides services for people in Keighley, Wharfedale and North Bradford.

- **Neville Grange site in Saltaire proposal**

A business case has been developed with plans ready to submit for planning formulated by architects using capital GPGO funding for a 50 bed short stay residential home on the site of Neville Grange in Saltaire. The intention would be to reprovide 2 of the existing Council managed care homes, which currently have 62 beds into the new unit. The unit would be for short stay and currently the Council has some people living in the care homes, as previously stated we have not been offering beds for long stay residents into the Council managed care homes for the past 2 years and the numbers of long stay residents is

reducing every year. The 2 reprovided care home sites would be able to be disposed of with the capital receipt from the disposal coming to the Council. The development would future proof Council managed care homes in Bradford as the current care home buildings are not sustainable in the long term and will require considerable investment going forward.

The proposed plans are supported by partners and are included in the Bradford community beds strategy. We are seeking permission from the Executive to proceed to a full business case which would be submitted to PAG. The continued provision of Council managed residential beds is required because it supports people to remain in their own home for longer as demonstrated by the reduction in long term placements to care homes. It is an essential component to the out of hospital services which reduces unnecessary admissions to hospital and reduces delayed transfers of care from hospital - as evidenced by Bradford's current good performance on delayed transfers of care. The revenue costs of the 50 bed unit would be met by the current revenue costs of the homes which would be re provided and any additional revenue would be funded from the NHS/Better Care Fund.

- **Future of the third Council managed Care Home in Bradford**

Based on the current community beds strategy and needs assessment we would expect to reprovide Woodward Court specialist dementia unit into the Neville Grange redevelopment. Woodward Court currently has 28 beds and this has proved to be frequently insufficient at times because the numbers of specialist NHS beds have reduced significantly over the years. The implementation of the Community beds strategy as part of the Out of Hospital programme will continue to develop detailed integrated plans with the NHS whilst working in partnership with the independent providers of care homes, this will influence the purpose and future use of Council managed care homes in Bradford.

1.2.3 DEVELOPMENT OF AN INTEGRATED LOCALITY BASED ASSET MANAGEMENT AND VULNERABLE ADULTS HOUSING PLAN.

Public Health have done a huge amount of work over the years to understand the population need for community beds and explore opportunities to support people to remain in their own homes. Modelling work suggests 168 community beds are needed in the Bradford area and 66 in Airedale. More recent work has been undertaken examining opportunities to keep people out of hospital (including A&E and acute beds), which is helping to shape the multi-agency assessment unit. Plans are continuing to be refined and informed by evidence and need. Health and wellbeing profiles have been developed for our emerging 13 communities across the District, which alongside the Joint Strategic Needs Assessment, are informing the strategic planning of services across the health and care landscape.

It has been agreed by senior officers within the Council (Place, Corporate and Health and Wellbeing departments) and the CCGs, to work together to develop an integrated plan based on localities (wards and constituencies) of current assets,

health and care provision for all of the population and needs assessments as undertaken by Public Health. This will form the basis for planning housing for vulnerable people and for planning the supply of care and support. The locality plans will be used by interagency staff working in the localities as a basis for discussion with citizens living in the localities as well as informing and involving elected members.

Section 2: What the impact of the proposal is likely to be

The Public Sector Equality Duty under the Equality Act 2010, requires the Council when exercising its functions to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- 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;
- Relevant protected characteristics include age, disability, gender, sexual orientation, race, religion or belief.

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

No

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

The new proposal for residential care will result in a wider range of choice to meet peoples assessed needs, and to ensure where possible no service user with a particular characteristic is disproportionately affected.

The locality plans will be used by interagency staff working in the localities as a basis for discussion with citizens living in the localities as well as informing and involving elected members. This should result in more outcome and strength based solutions being developed across the Health and Social Care system for our service users.

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

The new proposals for residential service would be an impact on older people currently using services at the care homes which would be reprovided in the Neville Grange site. However, the department will put in place a detail transition plan, which ensures that the needs of individuals are met as part of any change process.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Negative Impact (H, L, N)
Age	H
Disability	H
Gender reassignment	L
Race	L
Religion/Belief	L
Pregnancy and maternity	L
Sexual Orientation	L
Sex	L
Marriage and civil partnership	L
Additional Consideration:	
Low income/low wage	H

2.5 How could the disproportionate negative impacts be mitigated or eliminated?

The new scheme would offer a wider range of choices to meet peoples assessed needs. However as part of the consultation process, there would be extensive engagement with service users groups, stakeholders, and independent providers to ensure seamless transitions for existing service users. Best practice in supporting and managing the transition would be used. (See section 6 below Managing Transitions Protocol.)

Section 3: Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

N/A

Section 4: What evidence you have used?

4.1 What evidence do you hold to back up this assessment?

- Existing vacancy factor across the District

- Outcomes from previous consultations/engagements responding to aspirations for service users to be supported at home. (see section 5 in the embedded EIA below)



2017 06 20 Exec
Report - Holme View

- Development of extra care accommodation.
- The use of best practice in managing the transition for those affected, as outlined in the Council's Transition Policy.

4.2 Do you need further evidence?

No.

Section 5: Consultation Feedback

5.1 Results from any previous consultations

The department has undertaken a number of consultations around care home closures with staff, service users, relatives and key stakeholders around the implications to both staff and the people and families we support.

Summarised below are the key areas of concern previously raised as part of these consultations:

- Excellent quality of care BMDC homes – concerns this will be lost
- No new homes being built
- Respite/rotational care available in independent sector
- Lack of specialist residential care in independent sector
- Lack of specialist day care in independent sector
- Support for finding future placements
- Close geography of alternative placement
- Perception of equivalent services in the independent sector

5.2 Feedback from current consultation

A further consultation will be undertaken in relation to the Neville Grange site in Saltaire proposal, subject to approval from the Executive to proceed to undertake a full Business Case.

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.



Report of the Strategic Director of Children's Services to the meeting of Council Executive to be held on 6th November 2018

U

Subject:

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

Summary statement:

This report provides an update to the report presented to the Council's Executive on 10th October 2017 and subsequently to the District's Area Committees regarding the issue of child sexual exploitation (CSE). It focuses on the Strategic Response to CSE and how it is used by BSCB and partners in work to drive improvements across the District's safeguarding partnership and to hold agencies to account for their work in their area.

Michael Jameson
Strategic Director
Children's Services

Portfolio:

Children and Families

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Overview & Scrutiny Area:

Children's Services

1. SUMMARY

- 1.1 This report provides an update to the report presented to the Council Executive on the 10th October 2017 regarding the issue of child sexual exploitation (CSE) and also the emerging issue of other criminal exploitation. The Bradford Safeguarding Children Board (BSCB) has coordinated the District response ensuring that partners are working to improve how children are supported and protected and to seek assurance for work in this area.
- 1.2 CSE remains a focus for Bradford Council and its partners and collectively there is a commitment from a strategic and operational perspective to safeguard children. The CSE/Missing sub-group provides strategic oversight whilst the operational CSE/Missing group analyses and addresses threats and emerging themes across the District, and oversees the effectiveness of the joint operational response to CSE / Missing. Both groups are critical to the the work and effectiveness of the Bradford District multi-agency co-located CSE Team. The CSE Team provides the operational response to children at risk utilising West Yorkshire Police, Bradford Children's Services and other partners. Further information regarding concerns that people may wish to raise about the safety of a child is available via http://bradfordscb.org.uk/?page_id=13
- 1.3 Since the last report, progress has been achieved in improving the response to CSE. In summary:
- The recently published Working Together legislation will result in changes to safeguarding arrangements nationally and partners are considering the local impact.
 - Production and finalisation of the Strategic Response to CSE
 - Development of a CSE action plan in support of the Strategic Response
 - Appointment of a new Local Authority CSE analyst
 - Continued review around the CSE Team around operational functionality
 - Continued development of the monthly CSE Operational meeting to complement daily activity and the strategic CSE Sub-group
 - Bradford was successful in the Home Office funding for Trusted Relationships to provide additional support to vulnerable children
 - Strategic Boards are now working together to tackle other complex safeguarding themes such as criminal exploitation, organised crime and modern day slavery.
 - Innovative methods of raising awareness through Safeguarding Stories, Mr Shape shifter, Somebody's Sister and Somebody's Daughter.
 - A District Communications Group now exists to provide practitioners, parents, carers, children and communities with proactive, innovative and consistent approaches to communications.
 - Children's Services has appointed its first Social Media Apprentice to create stronger and more effective links with children and young people.
 - The District Digital Safeguarding Group will develop and deliver a Digital Safeguarding strategy and it is intended to develop a virtual hub, aimed at practitioners and the community.
 - Bradford District Police Cyber Team continue to deliver training around on-line safety within the educational sector.

- Partners are coordinating a District wide approach to support schools in Bradford to meet the Relationship and Sex Education (RSE) needs of our young people.
- Public Health is now taking a higher profile role within CSE and has developed a specific Public Health offer to support CSE work across the district
- The BSCB has developed detailed audits tools to ensure organisations and schools have appropriate safeguarding arrangements in place and evidence the voice of the child. (Section 11 and the Section 175 Audit Tools)

Appendix 1, details information of the multi-agency CSE Hub April 2017 – March 2018.

Appendix 2, details a successful initiative in Keighley - Braithwaite and Guardhouse Children's Year of Safety

2. BACKGROUND

2.1 CSE continues to be recognised as a national and local threat that can manifest in many different ways and has clear links to other forms of abuse and exploitation. The Home Office and the Department for Education are the government departments leading on the response to CSE. The definition remains the same and can be found at <https://www.gov.uk/government/publications/child-sexual-exploitation-definition-and-guide-for-practitioners>

2.2 Working Together and future Safeguarding arrangements.

The Children and Social Work Act 2017 makes provision for the abolition of LSCBs. Nationally, each LSCB is currently looking at the legislation, including the recently published version of Working Together to Safeguard Children 2018 and reflecting the implications around safeguarding arrangements, changes to serious case reviews and child death overview panels. The BSCB and key partners are considering how the new safeguarding arrangements will be implemented against existing BSCB structures, which understand the issues that impact at a local level and promote effective partnership working. The timescales for the completion of this work are September 2019. More details can be found at <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

2.3 BSCB CSE & Missing sub-group

The BSCB CSE & Missing sub-group has been in place for a number of years and continues to benefit from a diverse and committed membership. The CSE & Missing sub-Group saw Superintendent Alisa Newman taking over as Chair. The Terms of Reference for the group have been reviewed and the membership refreshed. The interrelationship between CSE and Missing has been explored in much more detail and progress around Missing children has identified improvement but also evidenced good practice. Accepting the high volumes of missing episodes, Bradford is recognised as an exemplar practice across the county for robust recording and risk management processes in cases involving missing children.

2.4 The BSCB also considers the impact of CSE within other sub-groups, the Case Review sub-group oversees Serious Case Reviews or learning from other cases, working closely with the Learning and Development sub-group and Safeguarding Professional Practice sub-group where changes are required. In recent years these

groups have managed 2 serious case reviews around the theme of CSE.

2.5 CSE & Missing Operational Group

This group has developed throughout the year and now facilitates a much more co-ordinated and focussed approach to tackling the priorities of the main sub-group at a practitioner level. This has resulted in a greater depth and breadth of understanding about the CSE and missing picture in Bradford. This awareness has allowed a more accurate assessment of risk and to develop mitigation plans. The group have recently developed an analytical product to support tasking and to track progress, and whilst it is still in its infancy, its value is being optimised.

2.6 Both groups are critical to the work and effectiveness of the Bradford District multi-agency co-located CSE Team.

2.7 Bradford District multi-agency co-located CSE Team

Established in 2012, the team continues to evolve and has responsibility for managing enquiries into and coordinating support for children who go missing.

2.8 The team currently consists of:

- Local Authority: Children's Services team manager and 6 social workers, an Intelligence Officer and administrative support; Missing co-ordinator, a Senior missing support worker and two return to home workers. There is also a full-time specialist health nurse and 15hrs dedicated time from the Education Social worker.
- West Yorkshire Police: 12 officers, including specialist missing persons officers, detective constables, CSE Problem Solving Officer. The team is led by a Detective Inspector and Detective Sergeant.
- Barnardo's Turnaround Service including a Service Manager, social workers, outreach workers, worker and administrative support;
- A Nurse Practitioner to strengthen information sharing and operational links with Health Trusts.

2.9 A further review of the CSE team is now being undertaken. The review has incorporated resourcing and also processes and procedures. This has focussed upon staffing of the CSE and Missing Team, with specific reference to social workers and the role of Education due to re-structures. The team are committed to continuous development and looking at benchmarking other local authorities and inviting other local authorities to peer inspect the CSE team.

2.10 The review has also included

- One Minute Guides for use within CSC and the wider partnership;
- Flow Charts around the referral process for low, medium and high risk;
- Practice Standards for use within the CSE Team
- Practice Guidance for multi-agency partner use;
- Links with West Yorkshire procedures
- CSC electronic file system for risk assessments
- The development of the CSE and Missing tactical operational group with regular data to be analysed so the right resources are deployed to the right areas.
- Dedicated social worker and police officer to triage all CSE information in a timely manner

- Information sharing in the morning CSE meeting ensures that children at risk are responded to in a timely way and their needs for protection are met.
- 2.11 As part of preparatory work in anticipation of an inspection by Ofsted, the CSE Team was reviewed by an independent expert. Recommendations for improvement are being acted upon and to be included within the Standards and Guidance documentation.
- 2.12 BSCB Strategic Response
 A multi-agency working group was formed to review and refresh the BSCB Strategic Response Report and to develop a subsequent CSE action plan to allow the delivery of the response. This BSCB strategic response sets out the key strands to be addressed in the work to tackle CSE in the Bradford District and this document takes into account the progress made in improving the Districts response to CSE in the 9 Point Strategic Response. The overall objective remains that the partnership response to CSE is child, young person and victim focused. The full document can be found at http://bradfordscb.org.uk/?page_id=67
- 2.13 There are 6 key strands that describe what safeguarding activity will be undertaken by statutory and voluntary sector partners and this now forms the CSE action plan. The plan was agreed at the CSE sub-group meeting in August 2018. Work has commenced but remains at an early stage for many actions. There are a total of 39 actions, 15 are Red (strategy at an early stage of development) 20 are amber (strategy is being implemented, though full impact is yet to be realised) and 4 at blue (action not yet begun). The 6 strands are outlined with further detail of work that will be undertaken.
- 2.14 1. Identify and understand the nature and scale of CSE
 This strand will focus upon the development of data and information to inform thinking. In particular this will focus upon strategic assessments, performance data, victim and offender profiling and new and emerging communities. Effective gathering and sharing of intelligence and information is key to understanding the risks and threats and prioritising resources to protect vulnerable children. The CSE Operational group is continually developing its knowledge and understanding of the risks around CSE.
- 2.15 Appendix 1 outlines the data around CSE, key headlines are
- The overall number of children / young people assessed as being at risk of CSE has increased by 14.5% between January to August 2018. Low risk cases reduced throughout the year and medium cases increased. Increase in this category results in a more focussed care plan and a more informed picture of risk.
 - The average age of a child / young person assessed as being at risk of CSE is 15 years and 1 month, predominately female and White British
 - Males flagged at risk of CSE was between 17-18% and remains constant over a period of time
 - During the period 01/04/17 – 31/03/18 there have been 317 CSE flagged offences recorded on Police systems. This is a decrease from 348 CSE flagged offences recorded in the previous year.

- The West has the highest number of offences and highest number of perpetrators resident in the constituency area
- The 317 CSE flagged offences recorded 01/04/17 – 31/03/18 relate to 222 recent and 95 non recent offences. Proportionally the number of non recent offences has reduced.
- A breakdown of cases at March 2018 shows that 15.8% of children at risk were graded as high, 25% were medium and 54.5% were low

2.16 2. Prevention, Education and Awareness

This strand will focus upon education of children, training and raising awareness through effective communication. In line with the Department for Education requirements to make sex education compulsory in all schools, partners are developing a coordinated District approach to support schools in Bradford to meet the Relationships and Sex Education (RSE) needs of our young people. This will be through the development of partnerships and evidence based RSE packages and training. The BSCB has delivered multi-agency training and will continue to do so in the future as part of the new Working Together requirements. Many of the courses provided are on-line and face to face training includes aspects of CSE.

2.17 3. Safeguarding vulnerable people, groups and communities

This strand will focus upon engaging with children, the provision of appropriate therapeutic services and developing preventative strategies to support children on the edge of exploitation, both criminal and sexual. The BSCB and its partners are working with the NSPCC to develop a [Harmful Sexual Behaviours framework](#). This framework aims to help local areas develop and improve multi-agency responses to children displaying harmful sexual behaviours (HSB). It seeks to provide a coordinated and consistent approach to recognising both the risks and the needs of this vulnerable group.

2.18 4. Effective leadership and governance

This strand will focus upon ensuring that appropriate oversight, scrutiny and leadership support is in place. Key areas of focus will be around referral pathways and effective systems are in place within the Front Door/MASH. As public awareness around CSE continues to grow and reporting increases, the demand for therapeutic services and on-going support for children remains a challenge and this provision is a growing concern that requires further action. (See Para 2.56 Therapeutic services) The CSE Sub-group provides the oversight and coordination of activity, reporting to the BSCB for wider involvement with other sub-groups.

2.19 5. Disrupt and Prosecute

This strand seeks to maximise collaborative working between criminal justice partners, ensure effective pathways to report concerns and to look at other partners such as utility service providers to support the response to CSE. Historical investigations continue and oversight of progress, support to victims and learning will continue.

2.20 West Yorkshire Police and Bradford Council have developed a partnership response to the issue of historic CSE concerns. A specialist team has been established, known as “Operation Dalesway”, set up in October 2014. Currently this consists of a Detective Inspector, 2 Detective Sergeants, 1 Supervisory Advanced

Investigative Officer (SO1), 7 Detective Constables, 15 investigative officers and 3 social care staff. The service has clear terms of reference which have been agreed by partner organisations.

- 2.21 There are currently 5 live and 15 completed Operation Dalesway investigations. To date 109 suspected perpetrators have been arrested / interviewed, 10 have been charged and 32 are still under police investigation. A further 60 – 70 suspects are scheduled to be arrested in the next 6 – 12 months. Five cases have been submitted to the Crown Prosecution Service for legal advice. A further 2 are to be submitted to CPS for a charging decision in the coming months (32 currently under police investigation). Aside from the 10 people charged, CPS made the decision to finalise the other 3 cases without any further action taken. To date there have not been any convictions with regard to the primary investigations. A retrial is due on one case (10 x suspects charged) scheduled for 14 weeks, commencing 7th January 2019. One person has been convicted of possession of indecent / extreme pornography.

2.22 6. Communication, Engagement and Empowerment

This strand focusses upon effective internal and external communications, coordination of CSE activity and empowering children/parents and carers to improve resilience. A Communications and Engagement Group now exists with representation from the BSCB, Safeguarding Adults Board (SAB) and Community Safety Partnership (CSP). The aims of the group are to provide practitioners, parents, carers, children and communities with proactive, innovative and consistent approach to communications. The group consists of media experts and safeguarding experts who have developed a communication strategy and timeline for activity. Children's Services has appointed its first Social Media Apprentice. The role is to help create stronger and more effective links with children and young people, using a range of social media platforms. These platforms will be used to distribute safety messages, capture young people's voices and opinions and to create interaction around key issues affecting their lives. The apprentice will also be working with professionals in the department to encourage and empower their increased use of social media. The BSCB are working closely with the apprentice to develop communications; to enable key messages and questions to be communicated to young people and to consider views and opinions in planning future activity. The apprentice is a member of the Communications and Engagement group.

- 2.23 LACO My Life (LML) supports women and girls from marginalised and vulnerable CEE Roma communities in prevention of CSE/ abuse. Bradford has a population of approximately 8 -13,000 Roma families predominately from Slovakia and Poland with increasing numbers of Romanian and small pockets of Latvian and Czech. *Roma women/girls experience multiple disadvantages and complex needs which put them at a heightened risk from grooming/violence/abuse/CSE. Existing CSE/domestic abuse services report poor uptake by Roma.*

- 2.24 Through funding from Pilgrims Trust, LACO My Life was developed with Barnardos and the University of Bradford. The team have a wealth of experience of working with Roma communities and also delivering CSE initiatives. Together with Roma women, they have adapted the DICE Parenting the 'At Risk' Child so that Roma

women and girls are more able to make healthier relationships choices, understand the dangers relating to CSE and know where to go and how to get help. A total of 18 women completed the pilot.

Key outcomes:

1. 100% of attendees reported improved understanding of what CSE was
2. 100% of attendees reported behaviour changes made as a result of their involvement
3. 100% of attendees reported understanding that there were people who could support them
4. 100% of attendees would recommend LACO My Life to a friend or family member

2.25 The team have secured funding from Dept. of Local Government and Communities to extend the pilot and aim to develop a more bespoke DICE programme and improve understanding of the barriers to engagement and increase the uptake of statutory services by Roma women/ girls.

2.26 Trusted Relationship

Bradford will receive Trusted Relationships funding of over a million pounds from the Home Office. Too many children and young people in Bradford are at risk of exploitation in different ways including through CSE; missing; criminal involvement in organised crime and gangs, trafficking and radicalisation. This funding will enable additional support to reduce exploitation of young people.

2.27 This is additional funding for intensive support delivered to children aged 10-14 at significant risk of exploitation. The funding will support 1 to 1 work with young people to encourage them to open up about their experience, recognise positive relationships and how to keep safe, as well as build plans for their future. They will be supported to access local activities and services, building their resilience and ensuring a robust exit plan from exploitative situations. There will also be targeted group work run in Bradford East, which will include anti-exploitation workshops to support better informed choices, and targeted parenting programmes to raise awareness of CSE.

2.28 The application for funding submitted by Bradford Council was as a result of local partnership working and the partnership approach to delivery is a key strength of the work to be undertaken in Bradford. The Council undertook competitive tender processes to select the local delivery partners. The 1 to 1 support will be delivered by Young Lives Bradford Consortium, delivery will be by a range of local VCS partners including Airedale Voluntary Drug and Alcohol Agency; Barnardos; City of Bradford YMCA; E:merge and J.A.M.E.S. The group work in Bradford East will be delivered by Barnardos and City of Bradford YMCA.

2.29 A Steering Group will be established to oversee the Programme, this will oversee the delivery. The group will report to the CSE and Missing subgroup of the BSCB. .

2.30 Collaborative Work

Bradford continues to recognise opportunities to increase collaboration between Strategic Boards and Sub-Groups. This is set against the backdrop of reducing budgets and increasing demands which bring organisational review and reshaping to deliver more with less. It also recognises the emergence of more complex

safeguarding matters which impact across the BSCB, Safeguarding Adult Board (SAB) and Community Safety Partnership (CSP).

- 2.31 In October 2017, Bradford convened a joint Board planning day bringing together members of the BSCB, SAB and the Community Safety. This presented an opportunity for senior leaders to consider a number of matters that are impacting upon Bradford, namely the recent JTAI (Joint Targeted Area Inspection inspection), the findings of the Children and Social Work Act (Working Together 2018) and opportunities to ensure effective collaboration between Strategic Boards and Sub-Groups within Bradford against future financial challenges impacting across the partnership. This has led to the development of further work streams.
- 2.32 Complex Safeguarding
Safeguarding partnerships are now considering the emergence of organised crime, county lines, modern day slavery and criminal exploitation as new threats in a similar way to the same conversations in the last decade around child sexual exploitation. The partnership recognise that whilst there is an excellent understanding of CSE in Bradford there is also a need to do more work around the scale and prevalence of the wider criminal exploitation of children. The BSCB Development Day in June 2018 looked at these complex safeguarding themes and is progressing work around a number of aspects. A proposed definition has been developed
- 2.33 *“Behaviour or activity involving C& YP and adults with multiple vulnerabilities where there is exploitation , a risk of exploitation and /or a clear or implied safeguarding concern which is likely to lead to a serious and sustained negative impact on Children & Young People”*
- 2.34 This work involves other Boards such as the CSP and SAB in raising awareness and understanding within the BSCB and how the Board can support strategies and action plans to improve service delivery to children within the District. This is being developed under the banner of “complex safeguarding”.
- 2.35 Bradford continues to recognise the impact of CSE and how to improve from local and national learning. Work continues with other LSCB in the county through the OPCC County CSE Group.
- 2.36 On-line Safety and Digital safeguarding
Following on from the Internet Safety Conference hosted by the BSCB the district has now formed a Digital Safeguarding Group with professionals from safeguarding arena working with IT experts. The group recognise the need to support professionals, parents, children and communities. The group are developing and delivering a coherent district wide Digital Safeguarding strategy that protects and empowers everybody to utilise digital technologies, legally, safely and responsibly.
- 2.37 The group works to share and inform on the latest local, regional and national safeguarding risks and trends as well as sharing resources, research and initiatives to mitigate these risks and ensure a consistent and coherent Digital Safeguarding Strategy. It is intended to develop a virtual hub, aimed at all citizens including parents, young people and the elderly. It will also provide specialist training and provision for professionals across the public, private and voluntary sector, as well

as an area for professional debate and discussion of key issues and risks.

2.38 Bradford District Police Cyber Team

The team started in 2015, with Police staff delivering training around on-line safety. Since the beginning of the 2017-2018 academic year, they have been working hard to continue establishing themselves in the educational sector as well as targeting establishments that have key connections to early intervention, safeguarding and other various vulnerabilities. From the work that has been completed so far this academic year, the highlights are:

- 31,656 children educated on eSafeguarding from 1115 separate sessions, above the recommended target.
- 54 vulnerable children received one to one safeguarding visits with their parents/carers also present.
- 5087 members of the community from different groups delivered to from 184 separate sessions. These groups included NHS staff, Teachers, CAHMS staff, Internal Officers, Social workers and child-minders.
- 2376 parents educated about the dangers of the online world and how to help safeguard their children, through 128 different parent workshops.

2.39 One key area that the team want to improve on is the amount of parent workshops delivered and the amount of parents attending these presentations. The team recognise challenges and are working with schools and parents to address this by exploring the following:

- Deliver similar sessions in schools with word of mouth from the parents who have already attended stating who they found the sessions useful.
- Online safety stalls at existing school events such as parent evenings, summer/winter fairs, year 6 transition evenings and coffee mornings.
- Target businesses/places of work, these places contain adults; most adults have children/young people in their lives.

2.40 Section 175 Education Act 2002/ Section 11 of the Childrens Act 2004

The BSCB has a responsibility to support the local authority in how each school discharges its responsibilities under Section 175/157 of the Education Act. The BSCB have worked closely with the LA Education Safeguarding Team in devising and conducting a Section 175 audit. This is a self evaluation audit tool which has been designed to support schools in showing that they have sound, robust procedures in place and assists to identify improvement actions needed. This will enable schools to report to governors and Ofsted on how their duties under S175 of The Education Act 2002 and the DfE guidance Keeping Children Safe in Education (KCSIE) have been carried out. The audit has informed the BSCB and assisted in future thinking around what is working well and what support and challenge should be provided. A further audit will be undertaken in 2018.

2.41 The majority of returns indicate confidence in schools on-line safety and in helping children develop their awareness of how to keep themselves safe on line, however around 10% of schools reported further work to be done. In 84% of schools, it was found that the governing body ensures that safeguarding including online safety is taught as part of the curriculum and in 90% of schools, a procedure for responding to online safety concerns and incidents reporting was in place.

2.42 Section 11 places a duty on all organisations who work with children and young

people, to ensure that they have arrangements in place that reflect the importance of safeguarding. The BSCB has used the Section 11 Audit Tool as a means of a self evaluation to support organisations in showing that they have sound, robust procedures in place and to assist in identifying improvement where needed. This covers recognising and responding to abuse and other categories of vulnerability. The audit presents an opportunity for the Safeguarding Board to assess organisations in and greatly assists with collation and analysis of data through a consistent approach.

2.43 The BSCB has uses the Section 11 Audit Tool and the Section 175 Audit Tool as a means of a self evaluation for organisations and schools to evidence the voice of the child. From the perspective of schools and audits received, 91% of schools feel they provide a platform to show that children's views are listened to, valued, respected and taken seriously, whilst around 30% of schools indicated that an area requiring improvement and 87% of schools reported confidence in that all children are safe and report they feel safe at all times in school and at work-based placements, alternative provision placements, after-school services or activities. The Section 11 survey considers similar questions in capturing views of children in the design and delivery of services, given information around safety, and the organisation provides feedback on the views expressed. The audit will be undertaken in 2018 and again analysis will inform future thinking and planning.

2.44 Bradford Public Health CSE Framework

Public Health has the responsibility to significantly improve the health and wellbeing of local populations and reduce health inequalities and also commissions a wide range of services including health visiting, school nursing, sexual health services, substance misuse and alcohol services. Within Bradford, Public Health colleagues have recently developed a PH CSE Framework in line with national thinking. This will focus upon 4 areas

1. Systems wide working – focusing up leadership, collaboration and RSE work
2. Data – maximise data between PH and other partners
3. Prevention – working alongside the BSCB, aligning key services and promote key messages
4. Commissioning – effective referral pathways, contracts to include CSE.

2.45 Therapeutic Services.

Previous reviews and activity have highlighted the necessity for clearer pathways into therapeutic services for children and adults who have experienced sexual exploitation. This is an issue highlighted in national reports as well as local work. Partners continue to work to understand what are therapeutic services and the varying levels of available services. This will allow evaluation, assessment of gaps and inform future commissioning. This is a complex work stream and the BSCB has recognised the challenge of ever changing landscape and services against an increase in demand and complexity.

Funding has been secured for financial year 2018/19 to continue Barnardos Hand in Hand Service and the Children's Society service to support vulnerable children.

2.46 GW Theatre Company

Over the last 4 years GW Theatre has delivered several distinct programmes of

creative CSE prevention work to children in primary and secondary schools in Bradford, working closely with all key agencies and in particular schools. Some of this work was funded directly by the Local Authority and some was co-funded by WY OPCC. The impact of this work has been substantial and profound. Below is a brief summary of what has been achieved so far.

2.48 Somebody's Sister, Somebody's Daughter 2014/6

This powerful play is about sexual exploitation and street grooming, aimed at young people aged 14 upwards. The play is supported by lesson outlines and pre and post-performance evaluation. The play was delivered into all Bradford secondary schools, with support from safeguarding specialists, youth workers and police officers, reaching 4000+ young people.

- 2.49 Evaluation indicated that after seeing the play there was a 45% increase in the number of young people understanding what is meant by sexual exploitation. There was also a 46% increase in the numbers of young people believing social media activity can make them vulnerable to CSE. Over 30 young people made disclosures or sought help and professional support after seeing the play.

“Students were shocked at how sexual exploitation can occur and how easy it is to be tricked. Perfectly pitched for our students” Appleton Academy

2.50 Mister Shapeshifter 2016/8

Following on from the success of Somebody's sister, somebody's daughter, Bradford became one of 6 local authorities to co-fund the development of **Mister Shapeshifter**, an exciting and very contemporary fairy tale for 9-11 year olds about the way some adults abuse children's' trust and how children can protect themselves. No other approach in the UK is working as directly and appropriately to safeguard such young children against risk and danger online and in real life. Over 60 performances in Bradford primary schools have so far reached over 4000 children.

- 2.51 Results show 82% of the children who saw the play said it helped them to understand what is meant by exploitation and abuse. 89% said it will help them to be safer on their phones and online, and 81% said it had helped them to feel strong enough to speak up if someone was abusing or exploiting them.

- 2.52 *With the launch of animated and book versions of the theatre production in the autumn of 2018 there is potential to reach many thousands more children as well as parents and carers in the wider community. Free access to some of these resources will be provided to Bradford as a legacy.*

“The children responded very positively to the play and were able to talk clearly in regards to the messages the play was trying to convey. It also helped to support and reinforce the learning that has already taken place in school to strengthen the message” Margaret McMillan Primary

2.53 Kidpower - 2018

Putting Bradford and other local authorities at the forefront of a bold and nationally significant new piece of work looking at the same issues with even younger children

aged 6-8. This project already has the support of the Children's Commissioner. Partners recognise the importance of empowering children with education and prevention work at the youngest possible age. This project involves parents and families which maximises the potential to tackle CSE with a shared emphasis on vigilance, reporting and support. The CSE sub-group will support this initiative through the allocated Community Safety Partnership funding stream. In supporting this, Bradford would be able to inform the planning of the programme and ensure it fits the needs of the District. The programme will look at on-line safety and the programme is designed to fit all types of safeguarding concerns which would include criminal exploitation and other complex safeguarding matters, which is an area that the BSCB will be working on. Partners from Bradford will be invited to sit as part of the planning group.

2.54 Barnardos Nightwatch

The service is a continuation of work previously delivered as a Barnardo's national pilot funded through the DfE to work with the 'Night Time Economy'. Building on this and in particular the highly effective work in Bradford, this project worked in partnership with other stakeholders in the night time economy, with Council Licensing, West Yorkshire Police and other enforcement partners to further safeguard children and young people from child sexual exploitation by increasing awareness of CSE among businesses and services working in the night time economy and developing strategies to identify and protect children at risk at night. This included a range of interventions including classroom based training, assertive outreach, liaison and information dissemination with police intelligence and the development of a "safe spaces" initiative across the District, information awareness seminars and community events.

2.55 Over the course of the 2017/18 year the Nightwatch project engaged with a total of 5599 people. Engagement with private sector businesses, public and voluntary sector services, and with the wider community has empowered each group to better recognise, respond and report CSE concerns. It has not been possible to maintain funding this provision after April 2018 but some of the work undertaken will continue through the CSE team and problem solving Police Officer and other opportunities are being progressed.

2.56 The United Keighley CSE Working Group is a multi-agency partnership, which includes faith and community leaders. It aims to raise the awareness of CSE, the signs and symptoms and ways of reporting concerns, and the help and support that is available to victims and parents in Keighley. Through the Council's Neighbourhood Service there is a direct link with the CSE & Missing Sub-group.

2.57 Safeguarding conference in Keighley - March 2018

A host of organisations came together to look at what they can offer youngsters both now and in the long-term. The conference was organised jointly by Keighley MP John Grogan and United Keighley, a multi-agency group that campaigns to stop the sexual exploitation of children.

2.58 Also speaking were town chaplain Rev Jonathan Pritchard, a leading light of United Keighley; Mark Burns-Williamson, the West Yorkshire Police and Crime Commissioner; Mufti Khurshid Alam Sabri, the imam at Keighley Central Mosque; former councillor Angela Sinfield and John Devlin from Keighley Schools Together.

2.59 Representatives from several groups involved with United Keighley outlined what they are doing to protect local children and teenagers. Conference participants then split into groups to talk about long-term solutions that United Keighley could continue to develop.

2.60 United front against sexual abuse of children - special event in Keighley

A number of organisations joined together in Keighley town centre to spread a positive message about how to effectively fight CSE. They arranged stalls and information stands in the Airedale Shopping Centre two days in advance of National CSE Awareness Day. Participants in the centre displayed a selection of replica illegal drugs, handed out leaflets, gave advice to members of the public and attracted attention with arts and crafts activities, a smoothie making bike and a DJ workshop. Passing shoppers could stop and receive information about human trafficking, "sexting", missing people and drug and alcohol awareness. Also present during the afternoon in the Airedale Centre were members of the Children's Society Hand in Hand project, police, school nurses from Bradford District Care Foundation Trust and Youth Service workers.

3. OTHER CONSIDERATIONS

There are no other considerations.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 Continuing austerity and budget reductions across the partnership and the impact upon the delivery of services on families and children remains a challenge for Bradford, along with many other cities. The city has outlined the new model and will major changes to its "early help and prevention". The changes have required significant restructuring, which will lead to the loss of over 200 posts to meet budgets. Detail of this work has been outlined in separate reports.

4.2 The CSE cases requiring social work allocation are included in the normal case loads for social workers working in the Children Specialist Services. In addition to spend on social work teams, Childrens Social Care Services currently spends approximately £6.1m net on Targeted Early Help Services. Children Services has made resources available from within existing budgets by allocating a team manager, social workers, and a community resource worker to operate within the CSE and Missing team working within the multi-agency safeguarding hub (MASH). In setting the 2018-19 budget, the Council has made permanent the annual £0.3m allocation to prevent Child Sexual Exploitation and also removed planned budgetary savings of £3.569m from Children Social Care services.

4.3 Specialist provision remains extremely expensive at a cost of £3500 per week for a residential bed, rising to £6000 per week for a secure placement. There are approximately 10 young people who require this specialist resource for CSE at any given time. The partnership works towards less costly and less restrictive methods to protect vulnerable children on a daily basis.

4.4 The Bradford Safeguarding Children Board (BSCB):

- sets the procedural framework for all partnership work to keep children safe

within Bradford

- fulfils its statutory responsibility for ensuring that staff receive multi-agency training to support them in their work
- ensures that agencies are held to account for their work and that there is a learning and improvement framework in place to ensure that serious case reviews and other challenge and learning processes are effective.
- conducts a multiagency review of every child death in the District, carried out by the Child Death Overview Panel.
- In addition, BSCB plays a role in supporting and planning innovative partnership responses to safeguarding children challenges, such as the establishment of the multi-agency CSE Hub.

4.5 The staffing resource for BSCB is:

- Manager
- Administrator
- Learning and development coordinator
- Learning and development administrators
- Performance and information officer
- Child death reviews manager

4.6 Successful applications to the Community Safety Fund have continued to support the work of:

- Children's Society Hand in Hand Project in Keighley
- Barnardo's Turnaround Project

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The protection of children and vulnerable adults is the highest priority for the Council and its partners when considering the implications of CSE, as is the provision of services to support those who are victims of this abuse. Failure to protect and provide appropriate services significantly increases the risk to children in the District. It would also lead to significantly reduced public confidence in Bradford Council, West Yorkshire Police and other partners, as has been demonstrated in some other Districts.

6. LEGAL APPRAISAL

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

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.11 Child sexual exploitation (CSE) is a crime committed by predominantly male perpetrators from all different racial backgrounds. Victims of CSE also come from all backgrounds and ethnicities. Nevertheless, local experience and national research indicates that recognised victims and perpetrators do not necessarily reflect the gender ethnicity and other characteristics of the District's population.

- 7.12 Between Jan – Aug 2018 the number of male children experiencing or at risk of CSE in Bradford District was between 17-18%. There is continued recognition that this is an under-representation. Services continue to work closely with Basis Yorkshire and forms part of the work delivered by their Time 2 project.
- 7.13 Analysis of cases open to the Hub on March 2018 (see appendix 1) shows that 59% of open cases were of white British heritage, which is a reduction of 11%, while 12% were of Asian heritage, which is a reduction of 4% from last year. Compared to the District's under 18 population, this represents an under representation of white British children and an under representation of Asian children.
- 7.14 A snapshot of data in August 2018 identified that the two main ethnic categories of recent perpetrators are that White British accounts for 39% compared to White North European 39% in previous reports and Asian accounts for 39% of the total figures which is higher than previous reports.. The changes in grouping is in line with national Police recording standards

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

- 7.41 Child Sexual Exploitation (CSE) is violent criminal activity. The consequences of CSE can be long-standing for the victim and there is growing research evidence that victims of CSE are themselves over-represented among young people coming to the attention of police services as potential offenders. In addition, CSE has lasting consequences for families of victims and perpetrators and has potential implications for community relations.
- 7.42 The Community Safety Partnership (CSP) currently oversees the commissioning of funding from the passporting of Police and Crime Commissioner funding against key priorities, including CSE. Since the last update the BSCB has now been allocated funding to support worthwhile initiatives or service provision. The CSE sub-group will allocate funding and oversight of progress.

As outlined, this will support the GW Theatre project Kidpower for 2018/19.

7.5 HUMAN RIGHTS ACT

- 7.51 Child sexual and criminal Exploitation is a violation of the rights of the child under the Human Rights Act. The arrangements made by the Council and its partners are intended to prevent the rights of the child being violated in this way.

7.6 TRADE UNION

There are no implications for Trades Unions.

7.7 WARD IMPLICATIONS

It is recommended that each Area Committee receives an update report regarding criminal and sexual exploitation in the next 6 months.

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

None

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.11 The nature of Child sexual and criminal exploitation work requires partners to manage confidential matters and data under GDPR regulations in accordance with individual agency guidelines. There is no sensitive data included in this report that requires a Privacy Impact Assessment.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

This report is tabled for information and discussion.

10. RECOMMENDATIONS

10.1 The Council Executive is invited to endorse the contents of this report.

10.2 The Council Executive shall receive a further update on the progress of the response to child sexual exploitation in 12 months time.

10.3 That subsequent reports will be provided to Area Committees

11. APPENDICES

Appendix 1 – Scale of CSE in Bradford

Appendix 2 - Braithwaite and Guardhouse Children's Year of Safety

12. BACKGROUND DOCUMENTS

Gov.uk Website - Definition of child sexual exploitation, potential vulnerabilities and indicators of abuse and appropriate action to take in response.

<https://www.gov.uk/government/publications/child-sexual-exploitation-definition-and-guide-for-practitioners>

Working Together to Safeguard Children 2018

<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

NSPCC Harmful Sexual Behaviours Frameworks

<https://www.nspcc.org.uk/preventing-abuse/child-abuse-and-neglect/harmful-sexual-behaviour/>

SCALE OF CSE IN BRADFORD

JANUARY TO AUGUST 2018

Version 2.0
Amended October 2018

SUE BELL
BRADFORD MDC

Introduction

It is difficult to know the exact scale of CSE in Bradford, as not all incidents are reported. The data within this report shows what we do know about CSE in Bradford; including the demographic summary of children / YP assessed as being at risk of CSE and the agencies involved in supporting them. There is also data regarding CSE crimes in Bradford over the last year. Anecdotally, we are aware of a rise in cyber related grooming and offences. However, both CSC and the Police need to put more emphasis on formally recording this type of activity, as there is a lack of data available.

Bradford in context

Bradford has a population of 534,800 and is ranked the 6th largest Local Authority Population. 23.8% of Bradford's population is aged under 16, with the highest percentage of under 16 population in England. There are 21.8% of children are deemed to be living in poverty. The population of Bradford is ethnically diverse with the largest proportion of the district's population (63.9%) identifying themselves as White British. The district has the largest proportion of people of Pakistani ethnic origin (20.3%) in England. (*Office of National Statistics*) The size and diversity of Bradford's profile provides a massive challenge to all agencies involved in tackling and supporting those at risk of CSE and Missing episodes.

Bradford's approach

Bradford's CSE Team, as part of the MASH (Multi Agency Safeguarding Hub), work in partnership with key agencies including the Police, Health colleagues and third sector organisations to support children and young people assessed as being at risk of Child Sexual Exploitation. This is a dedicated, specialist CSE assessment team that case hold and also regularly review all cases where children are flagged at risk of CSE to assess the risk of significant harm.

CSE Risk data

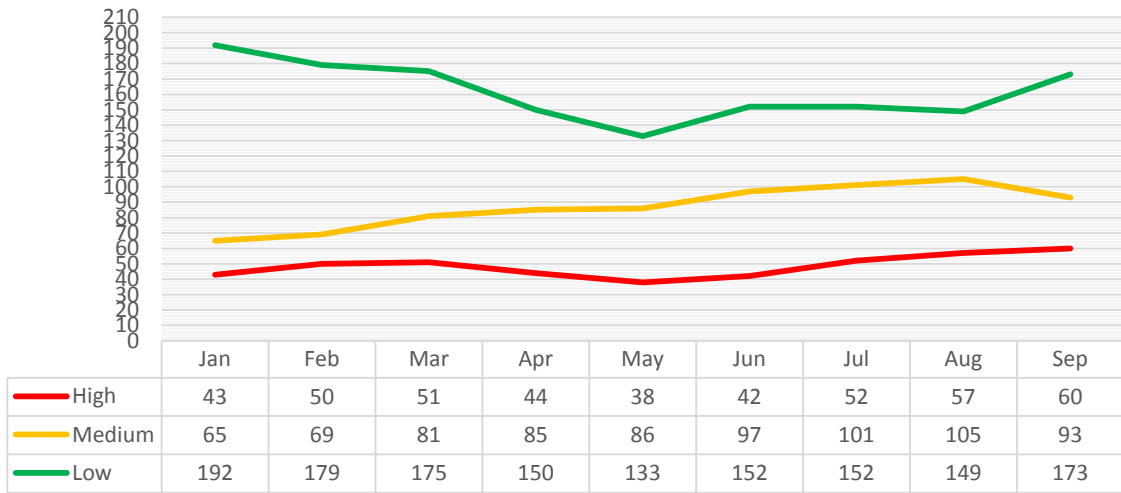
Number of CSE cases

- The data in this part of the report has been collated on the last day of each month, from January to September 2018.
- The table below shows the number of children/young people assessed as being at risk of CSE and their risk status. (Definitions available in Annex B) Previous reports have shown cases that are flagged as awaiting risk assessment, CSE cautionary six months and potential perpetrator. It was felt that including this data was distorting the figures, so this report focusses purely on those children and young people that are currently assessed as at high, medium or low risk of CSE.

Local Authority data – pages 1-5

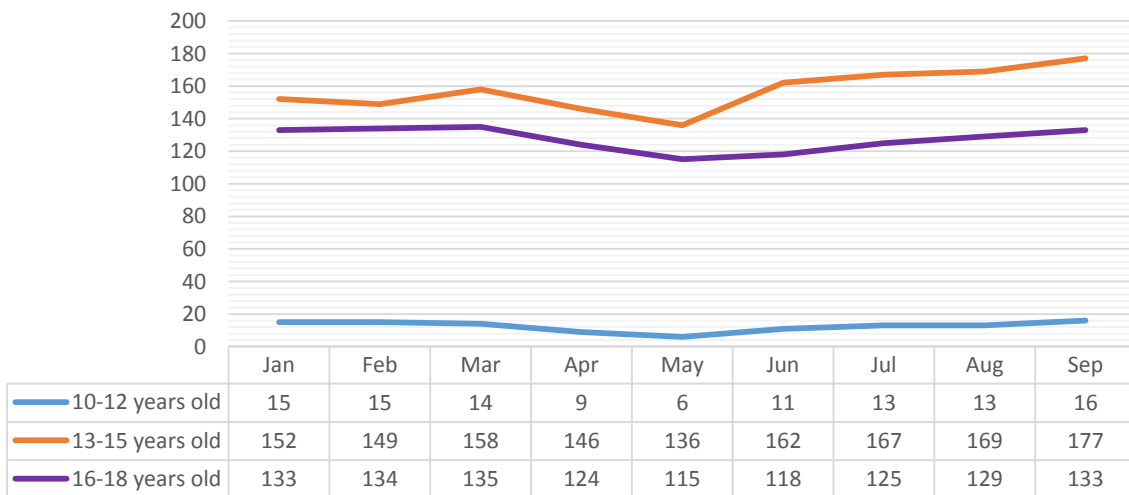
West Yorkshire Police data – pages 6 - 9

Number of Children with CSE Risk Flag - Jan to Sept 2018

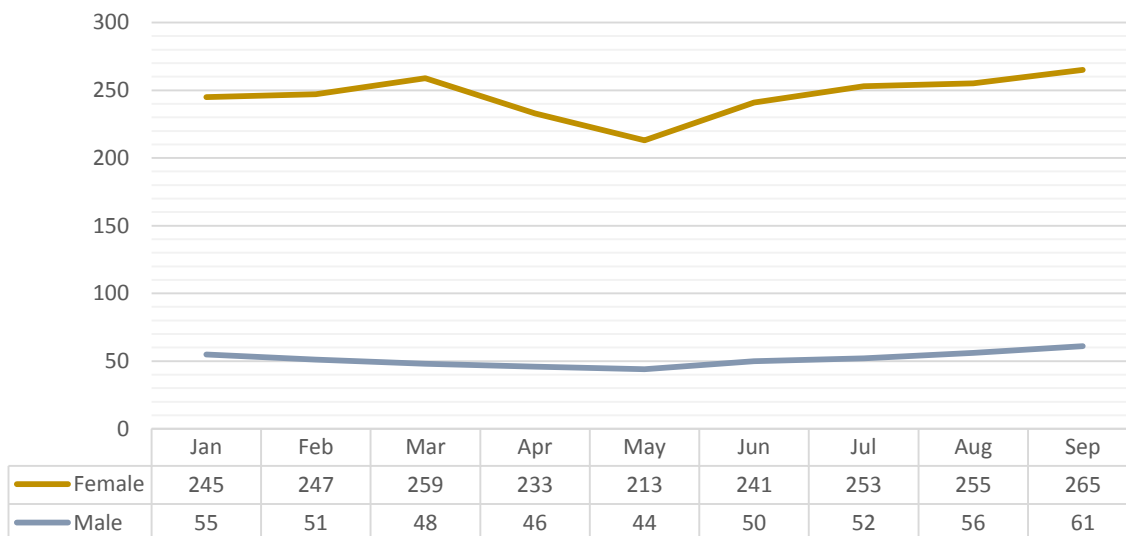


The average age of a child / young person assessed as being at risk of CSE is 15 years and 1 month, predominately female and White British, as the following charts show.

Age Groups of Children with CSE Flag- Jan to Sept 2018



Gender of Children with CSE Risk Flag - Jan to Sept 2018

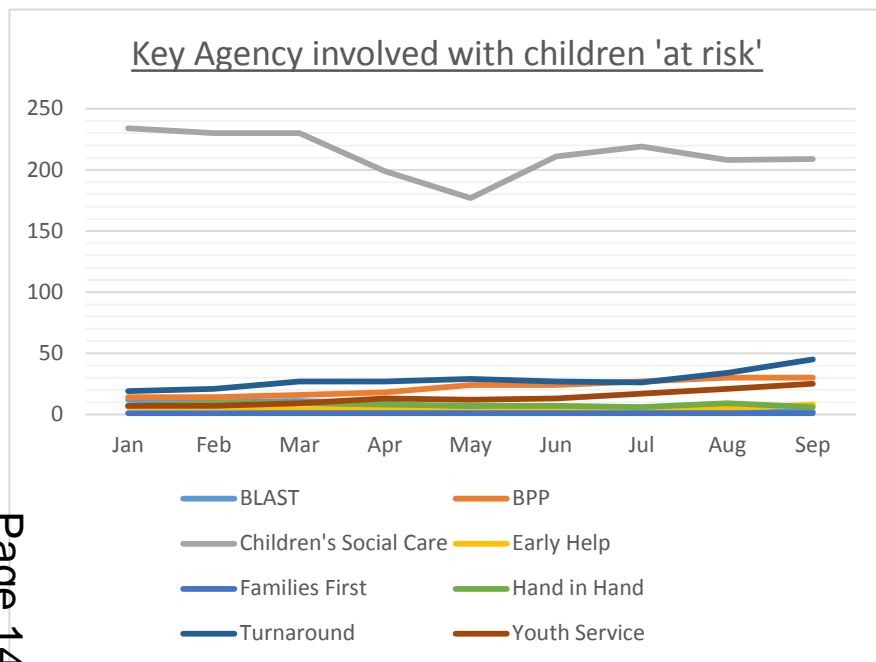


Ethnicity of children with CSE Risk Flag - Jan to Sept 2018.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	%
Asian / British Asian - Bangladeshi	0	0	0	0	0	0	0	0	2	0.1%
Asian / British Asian - Indian	1	1	1	1	1	1	1	1	1	0.3%
Asian / British Asian - Other	3	3	3	3	2	2	3	3	3	0.9%
Asian / British Asian - Pakistani	34	33	33	26	26	28	29	36	39	10.6%
Black / Black British - African	2	2	2	2	2	1	1	1	1	0.5%
Black / Black British - Caribbean	2	0			1	1	1	1	1	0.3%
Gypsy / Roma	14	16	15	13	10	10	10	10	11	4.1%
Information Not Yet Obtained	19	18	20	19	15	19	21	23	24	6.7%
Mixed - Other	1	1	3	2	3	3	4	4	5	1.0%
Mixed - White / Asian	20	19	24	23	22	24	24	21	21	7.4%
Mixed - White / Black African	2	2	1	1	1	1	1	0	0	0.3%
Mixed - White / Black Caribbean	8	8	8	7	7	7	6	6	7	2.4%
Other Ethnic Group	2	2	2	2	2	2	2	5	5	0.9%
Traveller of Irish Heritage	0	0	0	0		1	1	1	1	0.1%
White - British	179	179	178	164	150	175	182	181	188	58.9%
White - Eastern European	8	8	10	9	8	8	9	10	10	3.0%
White - Irish	1	1	1	0	0	0	0	0	0	0.1%
White - Other	4	5	6	7	7	8	10	8	7	2.3%

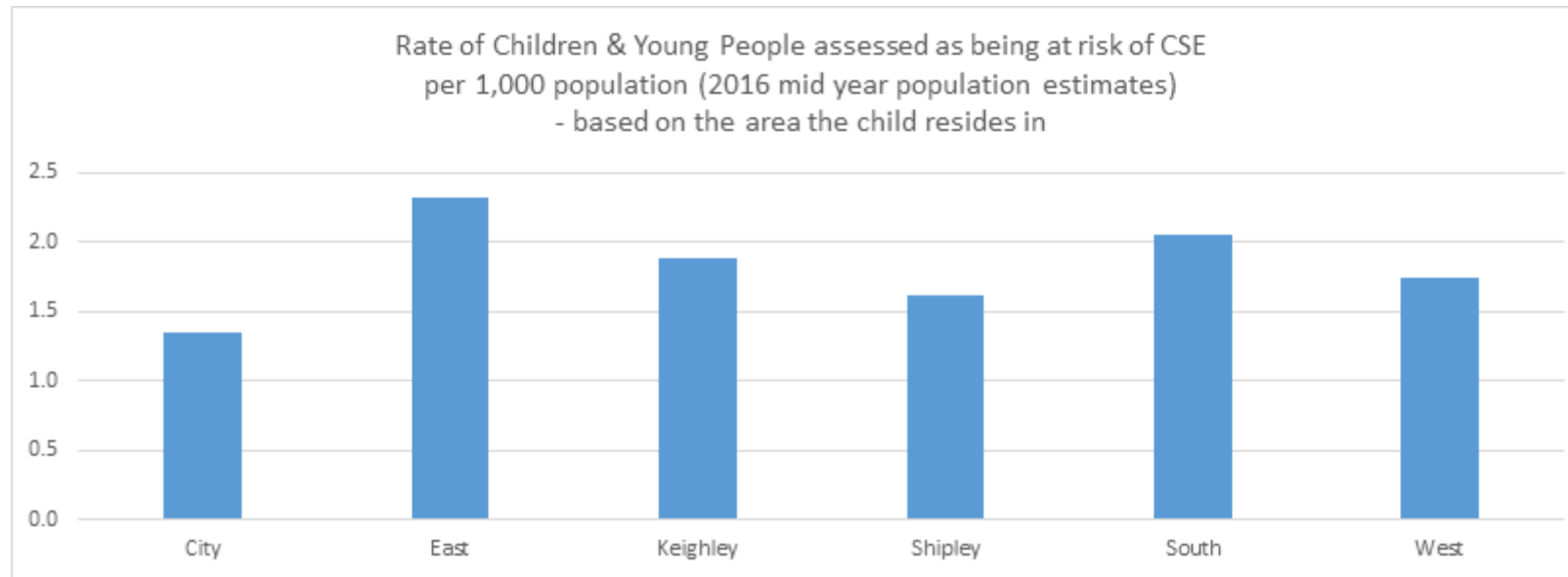
Key agency involved with children

The data below shows the key agency involved with the 'at risk' child / young person, however this may not be the only agency working with them.



Agency	Services
BLAST (Basis)	The 1-2-1 support work offered by The BLAST Project to boys and young men across Leeds and Bradford has moved to Basis Yorkshire and forms part of the work delivered by their Time 2 Project – a CSE service supporting both girls and boys.
BPP	B Positive Pathways uses the 'No Wrong Door' approach to work with young people to prevent them entering the care system and to improve their long term outcomes. The model centres on a hub home with wrap around multi agency professionals working together; including Police, Phycologists and Health Workers.
Children's Social Care	Holistic Social Care teams that work to support children, young people and their families across the Bradford District.
Early Help	Supporting families as quickly as possible when problems emerge, working together to find solutions to small problems before they become big ones.
Families First	Working with families facing serious problems, to "turn their lives round", offering a joined-up 'menu' of support, looking at the needs of the whole family, not just of individual members.
Hand in Hand	The Children's Society's Hand in Hand Project is a partnership programme between The Children's Society, Bradford and Airedale Community Health Service and Bradford Diocese, supporting young people Involved in or vulnerable to Child Sexual Exploitation.
Turnaround	A Barnardo's service that aims to prevent and support recovery from episodes of exploitation and trafficking. Also offering support and advocacy for trafficking victims and help with keeping safe, dealing with relationships and issues affecting individual lives.
Youth Service	Aims to unlock young people's potential, by providing things to do, someone to talk to and places for young people to go. Also offering opportunities for young people to participate in a range of activities, celebrate their achievements and become actively involved in their communities.

Residence of children with CSE Risk Flag – Constituency area



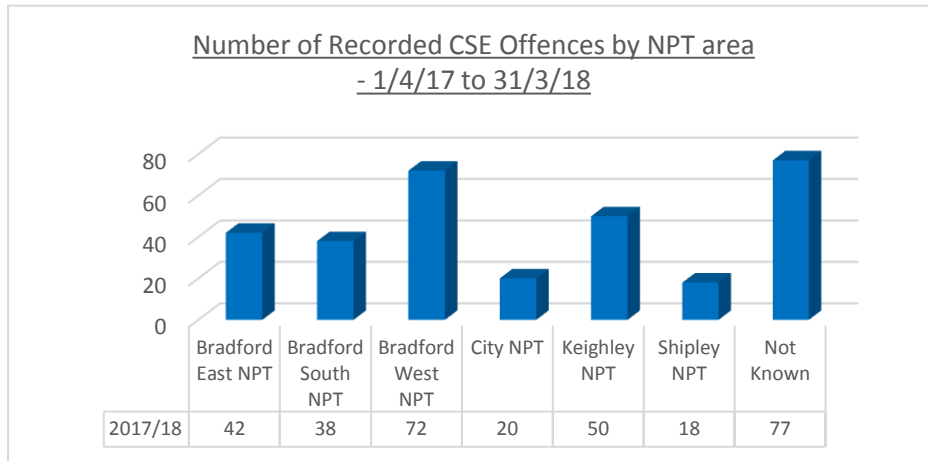
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	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Average monthly number of C/YP assessed as being at risk of CSE	Population 0-17 (mid 2017 Population estimates)	Rate per 1,000 (under 18 population)
City	11	11	10	8	6	6	8	8	7	8.3	6192	1.3
East	86	80	86	80	79	89	85	83	90	84.2	36352	2.3
Keighley	43	43	46	39	36	42	43	43	49	42.7	22607	1.9
Shipley	33	34	33	28	24	32	30	38	33	31.7	19680	1.6
South	53	54	57	54	48	56	68	65	64	57.7	28018	2.1
West	44	50	52	49	43	47	49	53	56	49.2	28339	1.7
Out of Area	30	26	23	21	21	19	22	21	27	23.3		

Crime data (provided by West Yorkshire Police)

CSE Flagged Offences

- During the period 01/04/17 – 31/03/18 there have been 317 CSE flagged offences recorded on Police systems (Corvus). This is a decrease from 348 CSE flagged offences recorded in the previous year.
- The 317 CSE flagged offences recorded 01/04/17 – 31/03/18 relate to 222 recent and 95 non-recent offences. CSE Offences by Neighbourhood Policing Teams (NPT) Area.

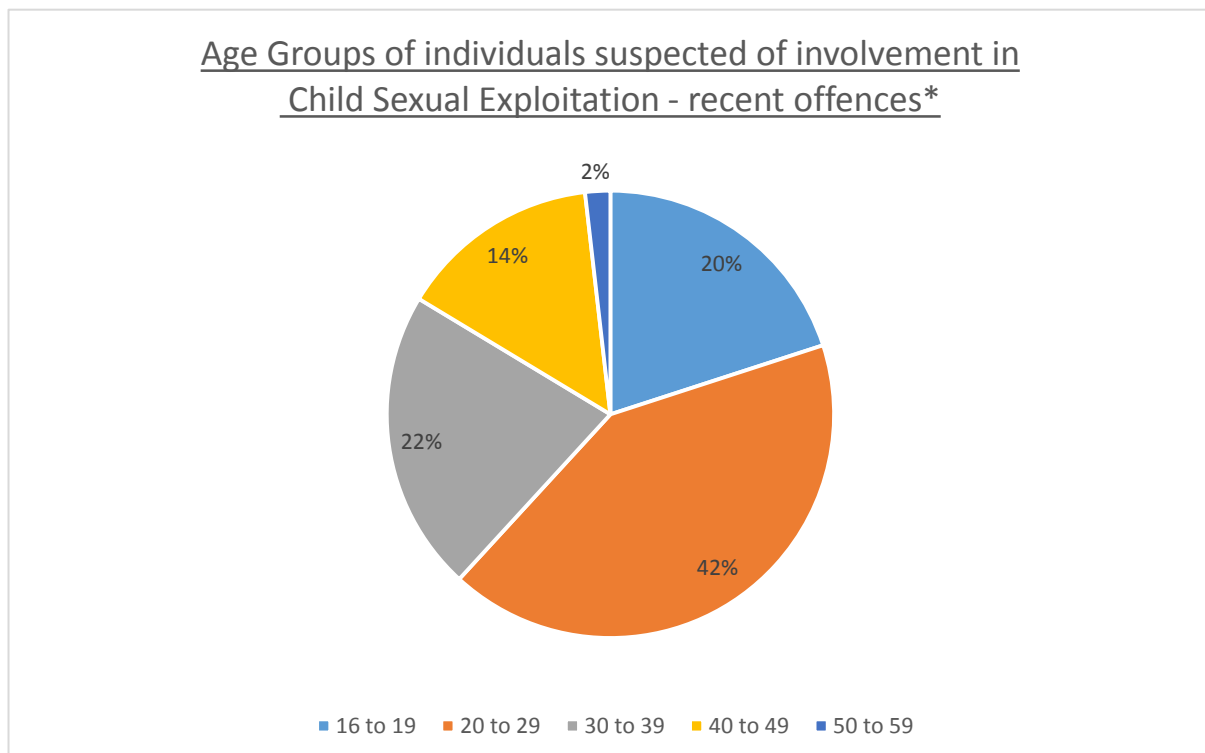


The high number of offences where the NPT area is recorded as 'not known' may be due to the location where the offence occurred may not be known.

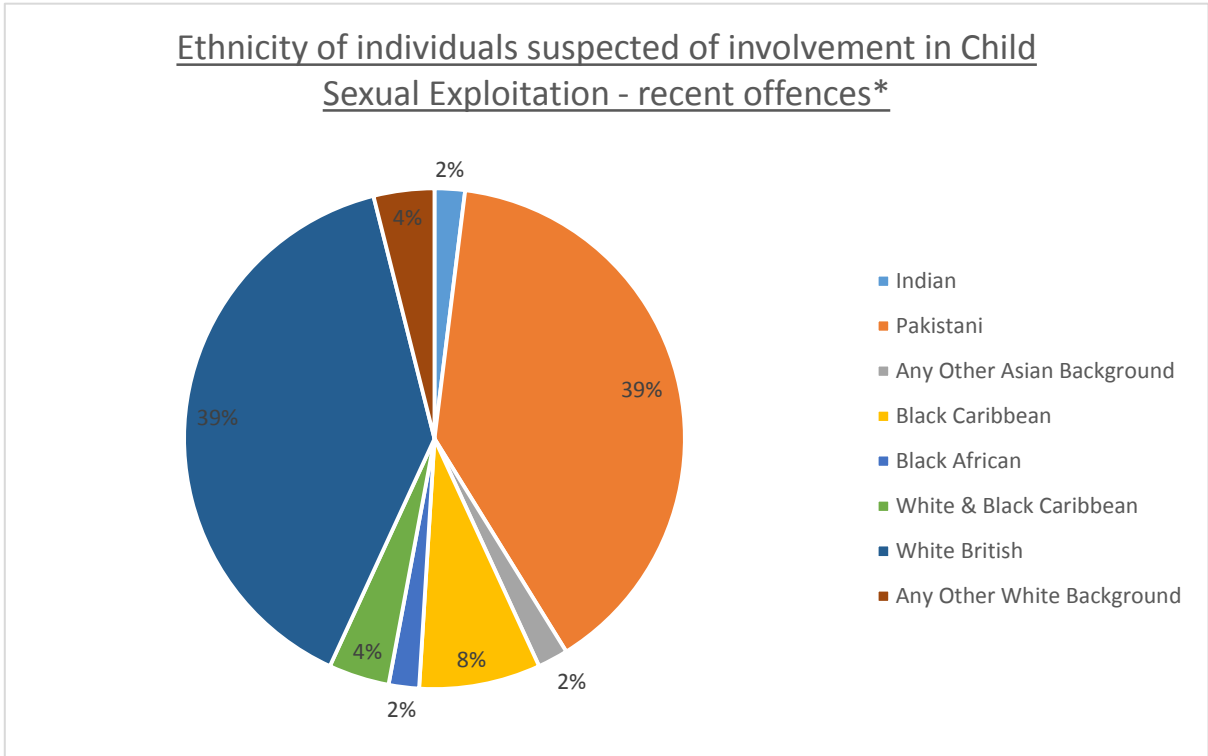
Individuals suspected of being involved in Sexual Exploitation

The charts below have been produced using information recorded by West Yorkshire Police concerning individuals suspected of being involved in CSE, in recent offences. The information is correct at 29/08/18.

***Recent offences or intelligence has been defined as 12 months or under.**

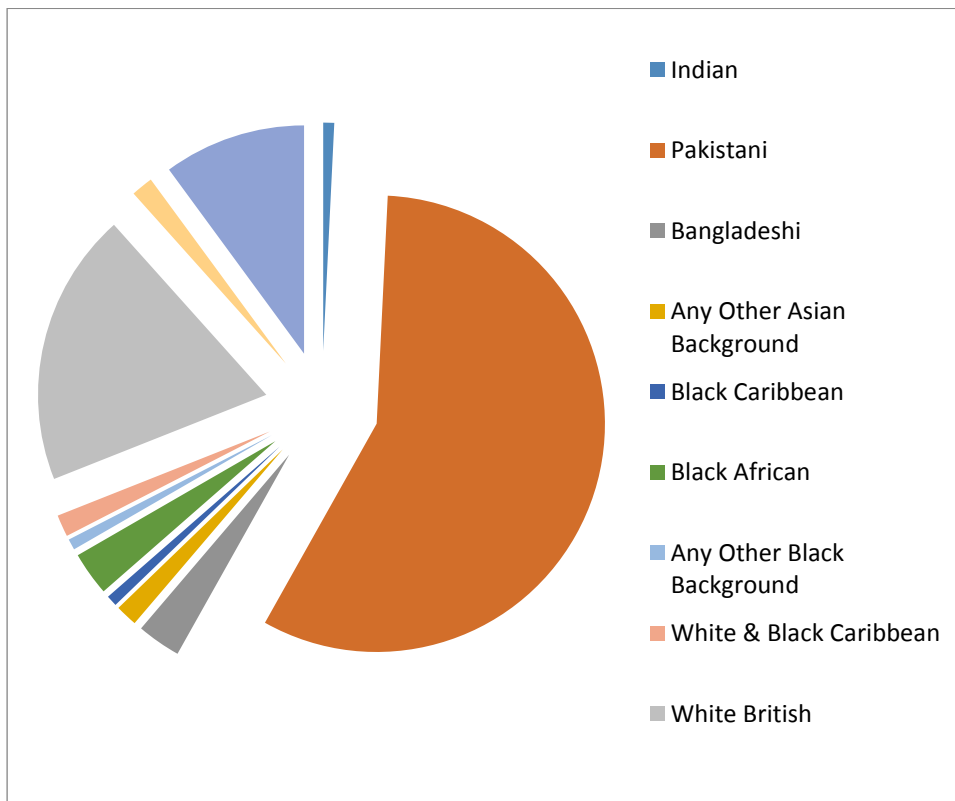


Ethnicity of individuals suspected of involvement in Child Sexual Exploitation - recent offences*

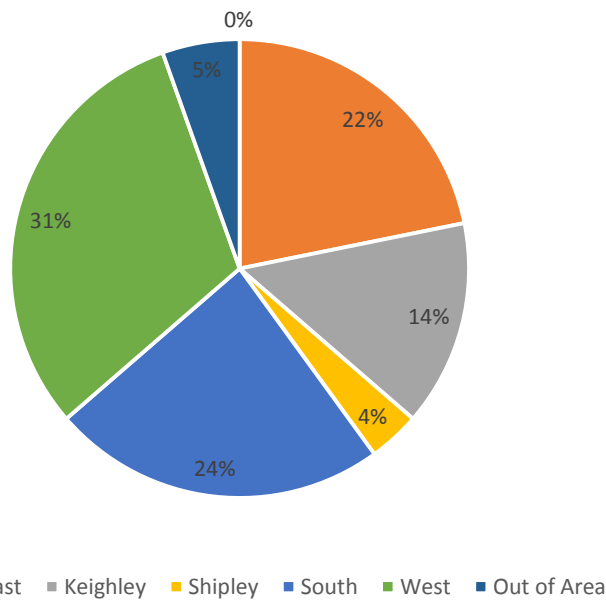


The below data below includes perpetrators of both recent and non-recent offences. The information is correct at 29/08/18. Due to the significant investigative work of Operation Dalesway, there are approximately 50% of perpetrators who are recorded in connection with non-recent offences.

Ethnicity of individuals suspected of involvement in Child Sexual Exploitation – all offences



Residence of individuals suspected of involvement in Child Sexual Exploitation by NPT Area - recent offences*



Crime Outcomes

When analysing the 317 CSE flagged offences recorded 01/04/17 – 31/03/18 there are currently 18 occurrences that have a recorded crime status as 'New' and 113 occurrences with a status recorded as 'Under Investigation'. The remaining occurrences have a crime status of 'Filed'. The table below shows the outcome of the filed crimes:

Crime Outcome	Total
1: Charged	13
1: Summoned/postal requisition	3
10: Police - formal action not in public interest	1
11: Named suspect below age of criminal responsibility	1
14: Victim declines/unable to support action to identify offender	13
15: CPS - named suspect, victim supports but evidential difficulties	2
15: Police - named suspect, victim supports but evidential difficulties	56
16: Victim declines/withdraws support - named suspect identified	38
18: Investigation complete no suspect identified	37
1a: Alternate offence charged	1
1a: Alternate offence summonsed/postal requisition	1
2: Youth caution	1
20: Other body/agency has investigation primacy	3
21: Police - named suspect, investigation not in the public interest	14
3: Adult conditional caution	1
5: Offender has died	1
TOTAL	186

Types of Offences (Cyber / Non-Cyber Offences)

During the period 01/04/18 – 31/08/18 there have been 118 CSE flagged offences recorded across the Bradford District. The occurrences relate to 77 recent and 41 non-recent offences.

There have been 19 cyber related offences, 55 non-cyber related offences and three offences where the initial contact has been via social media or text followed by a face to face meeting. This information has been gathered using the *modus operandi* (MO) of the CSE flagged offences and is dependent on the information being fully recorded on the Police systems.

Recommendations

As you can see from the information in this report, Bradford holds a great deal of data regarding the children and young people they are working with that are assessed as at risk of CSE and missing episodes. This data can be used in variety of ways; to develop targeted services, substantiate areas of concern to focus activities and raise awareness to specific services.

However, there are areas that have been highlighted for improvement. Therefore, it is recommended that all agencies involved in supporting children / YP assessed as being at risk of CSE and Missing episodes must:

- Establish an effective joint process to ensure the accurate recording and monitoring of those at risk of trafficking. Data sharing must also be written into this process, to ensure accurate records for all agencies involved.
- More accurate recording of cyber related grooming and offences needs to take place so it can be monitored and support can be offered to those at risk.
- Work to be undertaken to understand if there is a correlation between the number of residential care homes in each area of the city and the number of children / YP at risk of CSE and missing episodes.

Annex A

Definitions

CSE

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology. Child sexual exploitation. *(Definition and a guide for practitioners, local leaders and decision makers working to protect children from child sexual exploitation. February 2017)*

CSE Risk Flags

CSE Risk Assessments are carried out by Social Workers, Child Protection professionals in schools, and other support agencies working with children at risk of CSE. Following a robust risk assessment process, and agreed within the morning meetings held at the MASH, a child/young person is flagged as one of the follow:

Risk Flag	Description
High Risk	Indicators /Assessment /Evidence /disclosure, suggests that the child /young person is assessed to be engaged in high risk situations / relationships /risk taking behaviour and is at immediate risk of, or is experiencing sexual exploitation. (They may not recognise this)
Medium Risk	The assessment indicates that the child /young person is vulnerable to being sexually exploited / but that there are no immediate /urgent safeguarding concerns. There is evidence the child /young person may be a risk of opportunistic abuse, or is being targeted /groomed. The child /young person may experience protective factors, but circumstances and /or behaviours place him / her at risk of sexual exploitation.
Low risk	The indicators and assessment raise some concerns that the child /young person is at risk of sexual exploitation, and /or places him /or herself at risk. Concern that the child / young person is at risk of being targeted or groomed, but there are positive protective factors in the child /young person life.

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Appendix 2

Braithwaite and Guardhouse Children's Year of Safety

Cllr Farley and a group of partners including Head teachers from the three primary schools, a Children's Centre and Youth Service met with the Area Office to look at devising a community safeguarding project in Braithwaite and Guardhouse area as a pilot. The aim of the pilot was to bring safeguarding and CSE to the front of the agenda, sharing a common understanding of what that means and to set out the role of schools, partners and services, also the wider community in keeping children safe, using consistent messages.

The launch of the initiative was held at Braithwaite and Guardhouse Gala in September 2017 and incorporated Six Steps to Safety. Each half term would see partners concentrate on one of the themes.

1. Children need to come to school every day and on time
2. 11 or under? Be home by 8 pm for a good night's sleep
3. Be safe online – stay up to date with what you need to know
4. Worried about a child? – speak out, stay safe
5. Alert today, alive tomorrow – safety around roads and cars
6. Play safe in the holidays

The area office worked closely with the Council marketing team to ensure that the initiative had a clear, consistent image that would be readily recognisable to everyone in the community. The aspects that related most closely to tackling safeguarding and CSE concerns were 1, 3, and 4.

Head teachers wanted to stress the message that if children were in school everyday they were less vulnerable and much safer and as a result, attendance at all three schools increased. Head teachers reported a better understanding from many parents about the risks to their young people.

Leaflets and bin stickers promoting the messages of 3 and 4 were distributed across the estates. Information on who to contact and being confident to report were included in the messages and around 1,500 stickers and leaflets have currently been distributed. A quiz for parents was another element to the initiative.

The partnership plan to build on the success of the project and will continue communicating messages as new pupils arrive in schools. The original planning group are now advising other schools in Keighley through the Keighley Schools Together Partnership to roll out the initiative across the Keighley District.



We all need to do our bit in keeping an eye on children

A child may not be able to say that something is wrong – it may be that someone is harming them, or they just don't get the care they need – and they need someone to speak up for them.

But you might feel uncertain about telling anyone about your worries. You might not feel sure about what is happening to the child, or think it's none of your business, or be concerned about someone finding out.

This leaflet tells you how you can help a child without taking a risk yourself as part of the Braithwaite and Guardhouse Children's Year of Safety.

It's OK to:

- Report a suspicion – you don't need to be absolutely sure what is happening. Don't wait until you're certain if you are worried about a child.
- Report something anonymously if you don't want to give your details
- Give your contact info but ask for it not to be shared
- Report your concern online at websites below

Who to call

During office hours call
Children's Social Care Initial Contact Point: 01274 437500
(8.30am to 5pm Monday to Thursday, 8.30am to 4.30pm on Friday).
At all other times, Social Services Emergency Duty Team:
01274 431010.

If you have reason to believe that a child is at immediate risk of harm, contact the police on 999.

Contact the NSPCC if you want to discuss your concerns and get advice. Telephone: 0800 800 5000 www.nspcc.org.uk
ChildLine (for children and young people)
Telephone: 0800 1111 (free) www.childline.org.uk

What happens when you call

The person who answers your call will decide what to do.
For example, they might:

- gather more information
- ask a social worker to look into it
- contact the police, if they think the child is at immediate risk or a crime has been committed

The children's social care team will tell you what happens next, but they won't be able to give you any confidential information.

The wording in this publication can be made available in other formats such as large print and Braille. Please call 01274 437780.





Report of the Director of Place to the meeting of Executive to be held on 6 November 2018

V

Subject:

Stronger Communities Strategy and Delivery Plan

Summary statement:

Executive is asked to consider the draft 'Stronger Communities Strategy' and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

Steve Hartley
Strategic Director
Department of Place

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

Portfolio:

Neighbourhoods & Community Safety

Overview & Scrutiny Area:

Corporate

1. SUMMARY

Executive is asked to consider the draft 'Stronger Communities Strategy' and Delivery Plan, produced by the Bradford Stronger Communities Partnership.

2. BACKGROUND

- 2.1 An independent 'Stronger Communities Partnership' Chaired by Bishop Toby Howarth, Bishop of Bradford has been formed to develop Bradford's Stronger Communities strategy and a delivery plan for the district. The Partnership comprised a wide network of individuals and organisations from across Bradford district with a track record of working on cohesion and integration initiatives. This was supported by a smaller 'Steering Group' comprised from the wider Partnership to 'drive' work on the strategy. The Portfolio Holder for Neighbourhoods & Community Safety and Cllr Sinead Engel were represented on both the Partnership and Steering Group.
- 2.2 The Stronger Communities Partnership's strategy and delivery plan also supports delivery of local interventions determined following Bradford's designation as one of five 'Integrated Communities Pilot Areas'. Funding will be provided by MHCLG as part of a 'test and learn' programme to deliver some of the interventions in the Stronger Communities delivery plan.
- 2.3 The Government published its Integrated Communities Strategy Green Paper on 14th March 2018 as a response to the Dame Louise Casey Review. Responsibility for the strategy sits with the Minister for Housing, Communities and Local Government (MHCLG). The strategy outlined a series of key challenges across the themes of: Strengthening leadership; Supporting recent migrants and resident communities; education and young people; Boosting English language; Places and communities; Increasing economic opportunity; Rights and freedoms.

3. OTHER CONSIDERATIONS

- 3.1 Over the course of the Spring and Summer the Bradford Stronger Communities Partnership developed a local response to the Government's Green Paper. A Bradford 'Stronger Communities Strategy and Delivery Plan' was submitted to MHCLG by the 29th August deadline. A copy of the strategy and delivery plan is attached as appendix A.
- 3.2 Consultation was carried out with district residents through three 'whole day' events that took place at City Park (17th July), Keighley Town Centre (23rd July) and Shipley Town Centre (26th July). Individual meetings with specific interest groups also took place and young people were both consulted and involved in the engagement process through the Youth Service.
- 3.3 The objectives of the engagement process were:

To understand what good integration looks like for communities

To include a shortlist of those ideas/initiatives which have the most support and could potentially deliver the widest or biggest benefit in the Stronger Communities

Strategy for Bradford to submit to MHCLG.

To ensure that despite the short timeframe a cross section of the communities within the district were meaningfully engaged and involved.

- 3.4 The engagement focussed on seven shortlisted ideas, whilst also providing space for people to make their own recommendations. The seven themes were:-

Employment Opportunities
English Language
Hope for the Future
Building Respect and Friendships
Dealing with Hate Crime and Intolerance
Sharing Spaces and Places
Linking Up Schools

- 3.5 Over 630 people were engaged in the three events and accompanying workshops, many giving over an hour and a half of their time to share their thoughts. A copy of the Executive Summary of the engagement report is attached as appendix B.

- 3.6 New governance arrangements are being developed to formalise the 'Partnership Board' and the decision making processes. A copy of the draft terms of reference for the planned governance is attached as appendix C.

3.7 **The Integrated Communities Green Paper**

- 3.7.1 The Green Paper states that true integration is "communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Communities where many religions, cultures and opinions are celebrated, underpinned by a shared set of British values that champion tolerance, freedom and equality of opportunity. A society in which everyone is a potential friend".

- 3.7.2 The Strategy is intended to increase opportunities for people from different backgrounds to: mix together, increase their mutual understanding and respect of each other and reduce misunderstandings and to remove barriers that prevent people from taking full advantage of the opportunities available to all people living in Britain.

- 3.7.3 The Green Paper and local strategy are intended to amplify the benefits that can be realised from existing programmes that support integration and other programmes that support social mobility such as the Education Opportunity Area Programme and Economic Strategy. The Government intention is that it will set the ground work to ensure that other national strategies such as the Industrial Strategy can be fully realised. Bradford's approach seeks to build on this at a local as well as a national level.

4. **FINANCIAL & RESOURCE APPRAISAL**

- 4.1 Development of the local Stronger Communities strategy and associated consultation has been funded through a combination of mainstream Council funding

and through £100,000 of 'seed funding' provided by the MHCLG. This funding has been used to employ an 'Integrated Communities Programme Lead' to commission reports relating to this area of work and to lead on engagement with people and with district residents on their priorities.

- 4.2 MHCLG has committed financial support to the five 'Integrated Communities Pilot Areas'. Bradford Partnership's submission, through the local 'delivery Plan' sought funding of £4.9 million towards delivering a range of projects. MHCLG has not yet determined the allocation that will be made to Bradford, but informal feedback has indicated that not all of the planned interventions will be supported and some may be supported at reduced levels of funding. This funding needs to be committed by 31st March 2020.
- 4.3 In addition to funding from MHCLG separate applications for grants and support are being made by partners to the local strategy and delivery plan. At the moment the extent and success of these is not determined, but the type of work is contained in the wider plan.
- 4.4 A portion of funding from MHCLG will be allocated against project support and evaluation. An internal Council team, supported by specialist support, commissioned by MHCLG will help ensure that local interventions are delivered and monitored so that lessons can be learnt from the work that has taken place.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 A formal governance structure is being applied to the development of the Stronger Communities Partnership to support delivery of the strategy. MHCLG has stated an expectation that the local partnership will have an independent Chair.
- 5.2 A programme manager has been appointed and a programme management methodology will be deployed in the management of the programme including conventional approaches to managing risks and issues etc.

6. LEGAL APPRAISAL

6.1 Section 149 of the Equality Act 2010 (the public sector equality duty) provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

- (3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- (4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- (5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) tackle prejudice, and
 - (b) promote understanding.
- (6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- (7) The relevant protected characteristics are—
- age;
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race;
 - religion or belief;
 - sex;
 - sexual orientation.

6.2 An equality impact assessment has been prepared on the proposals within the Strategy and Delivery Plan to assist elected members in having regard to this duty and is attached at Appendix D.

6.3 There are no additional legal issues arising from the contents of this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 The Stronger Communities Strategy and Delivery Plan support the following Corporate Equality Objectives.

7.1.2 **Community Relations** – Ensure that people of the district get on well together.

The Stronger Communities Strategy and delivery plan is a response to the Government's Integrated Communities Green Paper. This document sets out its vision where people – whatever their background live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. As such the

overall ambition of the Stronger Communities Strategy and Delivery Plan underpins this corporate equality objective.

- 7.1.3 **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.

Both the Government’s Green Paper and the engagement work undertaken locally recognise the importance of work (and people getting on in the workplace) as supporting integration by increasing the size and diversity of social networks and bringing confidence and a sense of belonging. The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus.

- 7.1.4 **Organisational Equalities Culture** – The Council is well run, fit for business and is fair and inclusive in its approach.

As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity will be taken to review certain policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the district’s work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan.

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

MHCLG is working with five pilot authorities to try out new approaches to integration and wants to use these experiences as a means of determining what works well. Bradford’s approach has been based both on the analysis of data and engagement with partners and citizens. A robust evaluation framework is being developed to measure the impact of interventions. The Council will work alongside the MHCLG to ensure that the initiatives have outputs and outcomes that can be effectively measured. Learning about what works, and equally important what does not work, will help to ensure that the district can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits.

- 7.1.6 An equality impact assessment has been carried out that evidences that the proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan. A copy of the Equality Impact Assessment is attached at appendix D.

There are no sustainability implications apparent.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission impacts apparent.

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 Feelings of safety can act as a barrier to people's willingness to engage in those activities that bring people together at a neighbourhood level, which was a factor raised during the consultation work carried out in support of the local Stronger Communities strategy.

7.4.2 The new Stronger Communities Partnership will need to align some of its work with the Community Safety Partnership and vice versa. The Portfolio Holder for Neighbourhoods & Community Safety will be a member of the Stronger Communities Partnership and also chairs the Community Safety Partnership. Officers also attend and support both partnerships and the relationship between these two, and other key district partnerships will be key to the success of the overall strategy.

7.4.2 Many of the initiatives that sit within the Stronger Communities Delivery Plan should also have a positive impact on peoples feeling of safety, particularly where they bring different groups of people together, building tolerance and understanding.

7.5 HUMAN RIGHTS ACT

7.5.1 The Human Rights Act covers various rights including: Freedom from torture and inhumane or degrading treatment; right to liberty and security; respect for your private and family life and correspondence; freedom of thought, belief and religion and protection from discrimination in respect of the rights and freedoms.

7.5.2 Building understanding, tolerance and respect will help people to live their lives within the freedoms to which they are entitled.

7.6 TRADE UNION

Aspects of the strategy may focus on change in policy and approach, for example in relation to selection and recruitment practice. If any proposals have Council workforce implications consultation will take place with trade unions as appropriate.

7.7 WARD IMPLICATIONS

To be successful, work to build stronger and more integrated communities will need to take place in all wards and communities across the district. Whilst the strategy will focus on particular areas within the district, the work funded by MHCLG is about learning what works and what does not work and what is 'scalable'. The 'Stronger Communities strategy' identifies work that is planned over the next five years, but needs to be seen within the context of a wider and more long term strategy.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no corporate parenting implications apparent.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

The Council will adopt the role of the Controller. In some aspects of the programme the Council will also be responsible for processing data. The Council including any delivery partners commissioned will receive information management training. Projects will be assessed on the sensitivity of their data and potential data linkage to other services within the programme. This will be supported by appropriate data sharing agreements.

8. NOT FOR PUBLICATION DOCUMENTS

There are no 'Not for Publication Documents'

9. OPTIONS

9.1 The Stronger Communities Strategy and associated delivery plan is a partnership document that has been put together in response to the Government's Integrated Communities Green Paper and at the invitation of Government to become one of five Integrated Communities Pilot Areas.

9.2 It is proposed that the Council will adopt the role of 'accountable body' in relation to any funding granted by MHCLG to respond to the initiatives contained in the delivery plan.

9.3 Executive may determine to support and endorse the proposals contained in the draft strategy and delivery plan or adopt an alternative position, making recommendations for changes to the Bradford Stronger Communities Partnership.

9.4 Any significant change to the funding provided by MHCLG may lead to changes in the delivery plan.

10. RECOMMENDATIONS

It is recommended that Executive having considered the Council's public sector equality duty as set out above:

10.1 Note the work carried out in the development of the Bradford Stronger Communities Strategy and Delivery Plan by the Stronger Communities Partnership.

10.2 Support the proposals contained in the Bradford Stronger Communities Strategy and Delivery Plan.

10.3 Agree to the Council adopting the role of 'accountable body' in relation to funding granted by MHCLG to respond to the initiatives contained in the delivery plan.

11. APPENDICES

- 11.1 Appendix A
Bradford Stronger Communities Strategy & Delivery Plan.
Copy of the document prepared by the Local Integrated Communities Partnership and submitted to MHCLG on 29th August 2018
- 11.2 Appendix B
Executive Summary, Bradford Integration Engagement Report Findings
Report outlines the key findings from three community engagement events that took place in Bradford, Shipley and Keighley.
- 11.3 Appendix C
Stronger Communities Partnership Governance Arrangements
Draft terms of reference and structure diagram for the local 'Stronger Communities Partnership'.
- 11.4 Appendix D
Equality Impact Assessment.

12. BACKGROUND DOCUMENTS

- 12.1 Integrated Communities Strategy Green Paper, published 14 March 2018
- 12.2 “It’s Your Place – Tell Us What You Think” Report of the Social Kinetic, produced 14th August 2018.

A STRONGER COMMUNITIES STRATEGY FOR BRADFORD DISTRICT

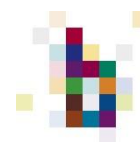
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Ministry of Housing,
Communities &
Local Government



BRADFORD
working in partnership

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Annex A – Bradford Data Pack	Separate attachment
Annex B – Community Engagement Executive Report	Separate attachment

Foreword from Bishop Toby Howarth Chair of Bradford Stronger Communities Partnership



While a great deal of work has gone into producing this Stronger Communities Strategy, it is neither the first nor the last word on this part of our vision for Bradford District.

This Strategy builds on the four “pillars” developed as part of our Delivery Plan (which we refer to as, “Getting On”, “Getting Along”, “Getting Involved” and “Feeling Safe”). It also draws on Bradford’s history of incubating innovative models of social engagement.

Responding to the Government’s Integrated Communities Strategy, launched with a Green Paper in March 2018, we have produced here a local strategy as one of five Integration Areas nationally. But this document makes clear that the work funded within this particular programme is only part of a wider and longer-term vision for Bradford District.

Our five year Strategy has been developed through the late spring and summer of 2018 by a wide group of people who make up the Stronger Communities Partnership. This Partnership has, particularly through a smaller Steering Group, worked with councillors and officers from Bradford Metropolitan District Council and a range of organisations, as well as a team from the Ministry of Housing, Communities and Local Government. We have used data

brought together by British Futures and others (Annex A), as well as a process of community engagement led by The Social Kinetic (Annex B), to guide our discussions of complex and challenging issues and to develop this ambitious programme of work. Some of it will be funded from within the national Integration Strategy framework; other aspects will draw on other means of support.

We are aware that creating and maintaining stronger communities is properly the responsibility of all of us, not least in the District, from individuals and community groups at a neighbourhood level to business, statutory and Third Sector organisations. We are impacted by national and regional policy as well as by economic and political factors, including national and international and often beyond our control. We are also aware that, while it is important to measure the success (or otherwise) of our efforts, this is also not an easy task.

But we have also been clear from the outset, that this is a programme that begins with the considerable strengths and assets within our communities, and particularly the desire of so many within our District to work together as part of a vibrant society which enables and encourages people from all sorts of different backgrounds to flourish and contribute.

The Rt Revd Dr Toby Howarth
Bishop of Bradford

Foreword from Cllr Abdul Jabar Portfolio Holder, Neighbourhoods & Community Safety



My parents came to Bradford from Pakistan in the 1960's, the latest in a long line of people who have settled in this very special place. A place that for over two hundred years, has greeted people

from across the world. People who have made their homes here, working hard, raising families, making their mark; weaving their presence into the fabric of our cultural and economic life to create a unique and vibrant fusion of proud Yorkshire heritage and international influences.

Our diversity is reflected in strong senses of tradition, culture and community that can encompass multiple identities. Sometimes this leads people to pull in different directions which in turn can generate misunderstanding and result in intolerance. On occasion, events have put Bradford at the centre of national debates around integration. Yet each time we have weathered the storm and come back stronger, more resilient and ready to learn the lessons. Its not been easy; its taken leadership, patience and dialogue from all quarters. We've had to be prepared to listen to people, bring them together, change the way we do things and challenge and overcome the voices of the extremists.

Experience tells us that the overwhelming majority of people, whatever their background, share common values and aspirations. Respect for the law and for others; the principle of free speech; wanting the best for their families, good education, homes and jobs. Bradford's

focus then is on common humanity and values not judgements about gender, age, race or faith.

We also know that integration's not just about where people choose to live or who with. Taking part in the economy, having a decent home and avoiding poverty are equally powerful factors. Equality of opportunity must be at the heart of the debate.

Similarly, issues of race, ethnicity, faith, gender, sexual orientation and disability must be addressed together, not separately, because integration does not mean everyone being the same, thinking the same or looking the same rather, it means everyone a having a fair chance, doing their bit and playing by the rules. It means creating the space, understanding and opportunities for difference to be celebrated and respected. It means rejecting all forms of hate and prejudice. It means people pulling together united by shared values, common goals and collective pride.

The issues are complex with no quick fixes. We must guard against complacency, stay close to our communities and keep working to make sure those settled here are integrated and those arriving here get the support they need. The themes of this strategy are not new to us and link directly to the priority outcomes expressed in the District's strategic plan and many other investments and initiatives.

Our challenges are not unique but our experience, expertise and desire to learn means that we are among the cities best placed to meet them. So we welcome the chance to build a body of knowledge that will help to create a better future not just for Bradford District, but also Britain.

Our Ambition

We know that when there are high levels of integration within a place this makes us stronger, happier, healthier and more prosperous while leaving space for diversity and difference. The priorities and measures identified in this strategy will promote integration, impact directly on our strategic priorities and help us to achieve our ambitions for Bradford District. It is through our shared ambition that we believe we can realise this vision.

Our shared ambition, articulated in our District Plan is to make Bradford District a great place for everyone – a place where all our children have a great start in life, where businesses are supported to create good jobs and workers have the skills to succeed, a place where people live longer, and have healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.

Our Priorities

Our priorities have been developed with an understanding of our data and evidence (Annex A) and by talking to people about what is important to them. (Annex B) We know that integration is key to living a fulfilling life and to be able to achieve this we need to be holistic and inclusive as well as brave and bold in our approach. We will do this by prioritising four areas in our work;

1 Getting On: Equality of opportunity - addressing factors affecting economic participation and poverty including language skills and educational attainment.

Employment: We aim to build better economic outcomes and extend opportunity through alignment with other strategies designed to get more people into employment. This will be a two-prong approach; it will target activity at our poorest communities, improve English language skills and literacy and in particular, work with those most distant from the labour market including the long-term unemployed, older South Asian women, refugees and people with disabilities. It will work with employers to improve recruitment practices, promote diversity in the workforce and create a step change in organisational culture.

2 Getting along: Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their

responsibilities.

Education: We will help to increase social interaction between people from different backgrounds from the earliest age, through Linking Network and by exploring how the 'Admissions Policy' impacts on integration. We will translate this into adulthood building tolerance, understanding and respect.

3 Getting involved: Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.

Social mixing: We aim to bring people together in a shared purpose to build pride in their communities and local areas and develop a common identity that can cut across ethnicity, faith and geography. We will continue to provide safe spaces for difficult conversations to take place and for issues of concern to be raised. We will encourage and support volunteering and aim to increase participation. We will work to strengthen community leadership resources targeting those areas where intelligence suggests that participation in community and civic life and satisfaction with the neighbourhood are low. We will

develop strategies to ensure that key public sector agencies are better equipped to support groups like Roma and Asylum seekers. We will work to improve perceptions so that people from all backgrounds see Bradford District as a good place to live.

4 **Feeling safe:** Tackling crime and the fear of crime so that everyone feels safe.

Perception of the other: We will help to increase understanding of acceptable behaviour and of rights and responsibilities. We will work to increase understanding and awareness of hate crime in all its forms whether it's cross-community, interfaith and intergenerational and equip people to manage those conversations. We will also pursue a robust criminal law response to hate in all its forms.

These form the key and overlapping pillars on which Bradford's Stronger Communities Partnership will focus its work.

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Our Commitment to Building Stronger Communities

Bradford District is big, diverse and globally connected with long-standing traditions of welcoming people from across the world, all of whom have played their part in contributing to its history, heritage and cultural and economic life. This includes the 19th century influx of German merchants and of the Irish community; during the 20th century significant numbers of people arrived from Pakistan with smaller communities from India, Bangladesh and the Caribbean also making their homes here. Latterly, new economic migrants have arrived from Central and Eastern Europe including large numbers of people from Roma communities and the District, as a City of Sanctuary, has welcomed refugees and asylum seekers and was one of the first places to re-settle people fleeing the Syrian crisis.

Through working over many years to bring communities together, promote shared values and connect people to opportunities, our services and community organisations have developed a significant body of expertise about what does and doesn't work. However, we know it isn't easy, that we haven't got all the answers and that we cannot afford to be complacent; we must be open to new thinking and learning and ready to address on-going and emerging challenges.

We are determined to remain at the forefront of thinking, best practice and strong leadership. Experience, self-awareness and a willingness to innovate and learn make Bradford the right place to work with Government on new, sustainable exemplar approaches to integration.

Bradford District is home to a significant asset base which supports integration, social mixing and economic opportunity. Our strengths include;

Experience. We have significant experience of promoting integration and opportunity over the last three decades including innovations like the nationally renowned (schools) Linking Network, Bangla Bantams expanding Bradford City FC's fan base, Believing in Bradford bringing people together through a residential to build understanding and advocacy. Get Bradford Working, our flagship employment and skills programme, has seen 3,000 people from disadvantaged groups access employment. We have worked successfully together to reject the provocation and politics of far-right extremists like the EDL and Britain First.

Youth. Bradford benefits from the unique energy, ambition and talent associated with being the UK's youngest city, teeming with potential. Our Industrial Centres of Excellence are education-industry partnerships that are equipping young people with the skills and experiences necessary for work helping to create a

new generation of skilled and enterprising people. Research has revealed a growing concentration of young urban residents in Bradford – a highly sought-after group who can act as a catalyst for growth and business creation.



CASE STUDY- BORN IN BRADFORD,
Born in Bradford (BiB) is one of the largest research studies in the World, tracking the lives of over 13,500 children to find out what influences the health and wellbeing of families.

The health of these children is being tracked from pregnancy through childhood

and into adult life. Studying children from before birth is a powerful way of understanding the many influences that shape our lives. We have been able to include how our parents and our wider family, our genes, the way we choose to live, the local environment, the services we access come together to affect our health and well-being. The information collected from our BiB families is being used to find the causes of common childhood illnesses, conditions and to explore the mental and social development of this new generation. We have now started to follow-up all the BiB families to see how their lives have changed since pregnancy. We are doing this through BiB: Growing Up and the Primary School Years projects. The oldest child from this cohort is 11 years.

Community. A strong and vibrant civil society sector with an estimated 1,500 voluntary groups and 100,000 volunteers committed to making Bradford District a better place to live. Our People Can initiative is connecting more and more people to volunteering opportunities in which they can make a difference. Many neighbourhoods are served by community centres that offer a range of health, social and welfare to work support to users from a range of backgrounds. A growing number of community leaders are able to articulate positive messages around integration and the future district that Bradford aspires to be. Bradford Community Broadcasting (BCB) is playing a key part in helping to give our aspiring leaders a voice and to train its broadcasters and advocates of the future.

We have a proud history of welcoming and including newcomers from all corners of the world. City of Sanctuary Bradford was officially launched on 1st October 2008, with a vision to see this culture of welcome and hospitality extended to include those seeking sanctuary in our city. On 18th November 2010 Bradford became only the third city in the UK to be formally recognized as a 'City of Sanctuary'.



CASE STUDY- BOXING DAY FLOODS

The Boxing Day Floods in 2015 left destruction across Bingley and across the Airedale corridor and parts of Wharfedale. Properties, possessions, home and businesses were destroyed. The emergency services were fully stretched and it was apparent that this needed more resources including volunteers. Under the People Can initiative, Minhaj Welfare Foundation part of Minhaj-ul-Quran International (Bradford), were one of the first to respond to the devastation caused by the floods. It offered manpower as well-made arrangements for hot food meals, water and snacks.

Over 300 hot food packs containing rice, meat and vegetable curry along with fresh fruit and water were prepared and distributed. One resident even commented that this will be the first time in her life that she will be eating Asian food. In addition to this teams of volunteers were sent to Halifax at Mytholmroyd were deployed to help and assist families with clean-up operations.

“People Can” is an open invitation to our communities, neighbourhoods, villages, towns, individuals and organisations that make up the district to work together to do things differently, discover how we can all make a difference to our lives and the places we live in. It is an ambitious initiative that is established as a broader district wide approach that succeeds through collaborating with the Voluntary and Community Sector (VCS), the business community and citizens and not through the Council’s work alone.

it is a district wide approach that is gaining wider recognition, building on the ethos that great transformation can take place when communities and others work to support each other. People Can is a:

- Community of people finding new ways to work together,
- Shared approach to solving problems and meeting needs,
- Shared set of tools and resources to get things done.

The People Can work is currently themed in four areas:

- Be neighbourly – carrying out small, informal, every day acts of support and kindness for others,
- Community action – create or be part of a group, activity or event with others to start tackling local issues and needs
- Volunteering – as individuals how can we devote some of our time to helping others
- Finding resources – where we find funds, space and skills to get our project or initiative off the ground.

Enterprise and productive potential. A culture of enterprise and industry supports the most productive businesses of any Northern City. Our businesses are working with education providers to open up opportunities for young people for example, through our network of Industrial Centres of Excellence and 5,000 of our 17,000 businesses are supporting the District's Education Covenant which promotes a culture of lifelong learning. Working together public services and businesses are actively promoting Bradford as a place to live, work, visit and invest and campaigning for a city centre high speed rail stop that would unlock further productive potential and add £1.5bn to the economy.

History, Heritage and Culture. The District is home to significant heritage and cultural assets that help to tell the story of our place, the pioneering part it has played part in shaping the nation and of our international links and influence across the world. These include the Saltaire World Heritage Site, the Hockney gallery, Bronte Parsonage and the magnificent City Hall, Cartwright Hall and Cliffe Castle.

Bradford was designated the first

UNESCO City of Film and is using this to strengthen its global connections and creative industries. Bradford's cuisine is renowned and the city has earned the accolade of UK Curry Capital a record number of times; we are home to Mind the Gap the country's largest theatre company for people with learning disabilities, Kala Sangam, a provider of outstanding South Asian and intercultural arts and Bradford Literature Festival, a rapidly growing and inclusive annual event with a diversity of offer that reflects our many different communities.

Inclusive Public Realm. Public realm investment is increasing civic pride and shared identity. Award winning City Park is attracting millions of visitors, playing host to world class events and bringing people together in an area of "democratic space"; it shows the best of what we aim to achieve.



CASE STUDY- CITY PARK, THE GREAT MEETING PLACE

City Park has given Bradford a versatile meeting place and performance and events space in the city centre. It is quality place for all ages and nationalities, cherished and used by the people of Bradford and attracting new visitors from outside the District. It is changing perceptions of the city and providing widespread opportunities for people of different backgrounds to meet and mingle and to celebrate and commemorate.

The park welcomes on average 5 million visitors per year, almost 27.5 million visits since it opened in March 2012. It is the focal point for Remembrance Day, military and scout parades, Bradford City Fire memorial, Bradford Literature Festival,

and whole host of events dear to the communities of Bradford.

Popular with families, teenagers and young adults and with older people, City Park draws truly diverse crowd and the opportunities it provides for interaction, mixing and sharing of public space promotes positive intercultural experiences and a coming together which help change perceptions about Bradford and challenge assumptions, stereotypes and prejudice. Public feedback reflects

the importance that people attach to this space and the collective sense of ownership and pride that it instils.

Strong Partnerships. We work well together, external assessors such as Ofsted, the Care Quality Commission and Local Government Association Peer Reviewers have repeatedly identified Bradford as having strong, mature and effective partnership working across agencies and organisations that makes a real difference on the ground.

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The Challenge

Diversity is our strength, enabling the District to benefit from different skills, knowledge and experience and from the opportunities offered by extensive international links. It also presents some significant challenges; for example;

- The District has the third highest level of residential segregation between White British and BAME (Black, Asian, Minority Ethnic) residents in the country
- High proportions of schools are classed as being segregated;
- Economic participation among some groups is low, particularly among BAME women;
- Anecdotal evidence suggests that many people feel unable to speak freely about issues of cultural norms and behaviours and rights and responsibilities and potentially this can present fertile ground for extremist narratives to take hold.

a. School Segregation

Residential patterns have influenced the profile of local schools. In 2016, 58% of primary schools and 71% of secondary schools were classed as segregated schools based on the extent to which the proportion of White British pupils differed from the local area.

Educational attainment. As the UK's youngest city, connecting young people to educational and economic opportunities is critical to our future well-being. Progress in educational attainment is being made - in 2017 Bradford district was the most improved in the country on the progress 8 measure - but needs to go further faster as the District lags behind national averages on key indicators such as KS2 and GCSE attainment. Poverty is a key factor impacting on educational achievement and in Bradford, just 17% of both white and Pakistani children who received Free School Meals reached their expected levels of attainment and Key Stage 4.

Early years. Research shows that the first 1001 days of a child's life are crucial. The earliest experiences shape a baby's brain development and have a lifelong impact on that baby's mental and emotional health. Access to good quality pre-school experiences, enhances all round development in children. Disadvantaged children benefit significantly from good quality pre-school experiences, especially where they are with a mixture of children from different social backgrounds (EPPE report).

Bradford has a variety of good quality pre-school experiences available such as parent and toddler groups, pre-schools, day nurseries, child minders, independent schools as well as schools and academies. These groups serve their local communities and have a responsibility to promote diversity and difference not just with young children but with their parents too. In Bradford the take up for free early education places for 2's, 3's and 4 year olds compares with national averages however in some disadvantaged areas take up across all age ranges is low and targeted work is being undertaken to improve take up.

What people said

"There was no doubt that people thought mixing and integration at school was important. The public liked the Linking Network. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too. There was also a view that in the past integration in schools was better

and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life.” (Annex B)

b. Residential Segregation

Ethnicity and Segregation. Bradford’s population is diverse but there are high levels of segregation in housing and education. People identifying as White British form the largest ethnic group at 67.4% however at 20% of the population, the proportion of people of Pakistani origin is the highest in the country. Bradford is also home to sizeable communities from Eastern Europe, India and Bangladesh. There are high numbers of people from Czech and Slovak Roma communities with nearly 5,000 identified Czech and Slovak Roma children enrolled in Bradford schools in 2016, suggesting that the District has one of the highest populations from this group in the UK.

Historic patterns of settlement have seen migrants from South Asian countries, particularly Pakistan and Bangladesh, make their homes in the inner city of Bradford, its immediate surrounding areas and central areas of Keighley where housing is most affordable. This clustering of these ethnic groups in particular areas continues although the settlement of new arrivals largely from Eastern Europe, has led to some increase in diversity in inner city populations. The outcome is that Bradford has the third highest level of residential segregation in England with nearly a third of Council wards having BAME populations of over 50%.

Migration. In 2017 16% of Bradford’s population was estimated to have been born outside of the UK with Pakistan, India and Poland the predominant countries of birth among this group of people. Of this group, 56% said that their reason for coming to the UK was to join a spouse or immediate family member. Many people born outside the UK are longstanding residents and British citizens however the overseas population also includes many new arrivals including those from the EU and those seeking refuge and asylum.

Nationals of other EU countries comprise 5% of the population, with Polish nationals representing the largest group but there are also significant numbers of Czech and Slovak Roma. In March 2018 the District was home to 819 asylum seekers and between 2014 and March 2018 Bradford welcomed 282 Syrian refugees through the Vulnerable Persons’ Resettlement Scheme. Population estimates suggest that 3,000 people born overseas came to the UK as refugees.

In 2017, 3,781 new arrivals to Bradford came from 68 countries. The top three nationalities of new arrivals were Pakistan, Poland and Romania; 57% came from the EU. Following the 2016 referendum on EU membership, the numbers of people coming from EU countries has however, decreased with 22% fewer people arriving in Bradford in 2017 than in 2016. The biggest change was among people arriving from Poland with 302 fewer people. This fall in migration may impact on local employment widening opportunity on the one hand and presenting challenges to in recruitment on the other.

What people said

“People had a lot to say about their spaces and places. For them it’s not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it’s a physical or online space- people wanted more safe, cared for and well designed spaces for people to come together. Shared spaces and places give people a chance to see other people as people, connect, interact with others in an authentic and human way, help break down prejudices, signalling positivity and hope, building understanding and giving people joy and a reason to smile.” (Annex B)

High levels of segregation increase the risk that people have limited or no social contact with people from different backgrounds which in turn lead to the potential for stereotypes,

misunderstanding and intolerance to take hold. Under these circumstances the roles of schools, the workplace and inclusive public realm become increasingly important in promoting integration, dialogue and shared values across different communities.

c. Labour Market Disadvantage

Poverty and economy. Bradford District includes some of the most deprived areas in the UK along with some of its most prosperous. Child poverty affects 21.8% of children. While District-wide, areas with predominantly BAME populations such as City, Manningham, Little Horton, Great Horton and Central Keighley display higher levels of deprivation than mainly white areas, these figures mask issues of entrenched poverty in predominantly poor, white communities that also present challenges to integration. Notably, the two wards with the highest proportions of young people not in education, employment or training (NEET) are Tong and Eccleshill, areas with a predominantly white population.

Unemployment is relatively high at 6.2% with the greatest claimant counts in wards at the centre and South East of the city and in central Keighley. Economic participation is lower than average and there are particular challenges relating to women's participation in the labour market. The proportion of working age BAME females across the district in employment is 38% compared with a rate of 67% for white females.

Whilst total migration into Bradford from overseas has decreased since the 2016 Referendum on EU membership new migrants from various countries including Pakistan, Poland, Slovakia, Romania and the Czech Republic continue to arrive often needing support to integrate for example in English Language, access to employment and awareness of their rights and responsibilities.

There are also a number of issues specifically relating to asylum seekers. Application of the Immigration and Asylum Act 1999 means that some immigrants have no recourse to public funds. These migrants, and especially women, may find themselves unable to support themselves, can be left vulnerable to modern day slavery. Asylum seekers are on the whole barred from undertaking paid employment whilst waiting for their cases to be determined – this in itself excludes them from many activities that would help them to adopt British values and integrate within communities. This also denies Asylum seekers the opportunity to mix with others through work and the other social benefits that work also brings.

What people said

Employment opportunities was viewed as a number one priority, particularly for young people. *“Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available- they need the right people with the right skills and most importantly attitude to fill their vacancies and help them prosper.”* (Annex B).

Work and skills promote social and economic integration. Lack of access to education, skills or employment act as barriers to integration for individuals in all communities and when different groups of people feel that they are competing with each other for scarce resources and opportunities this can further undermine efforts to support integration. This is why reducing poverty by getting people equipped with education and skills and into work is a one of our key strategic priorities.

d. Lack of English proficiency

English Language Skills. Fluency in English is a key facilitator of social and economic integration and a priority area for action. It is estimated that nearly 24,000 people across the district do not speak English well or at all, some 4.8% of the total population. The evidence suggests that this includes some long-settled members of the South Asian community, newly arrived migrants, asylum seekers and refugees. Pakistani women aged 45-64 are the most

likely group to speak little or no English.

Some 38.8% of the District's school population speaks English as an additional language including those who are fluent as well as those beginning to learn. Among Primary School pupils 41.3% speak English as an additional language. Bradford is home to 29% of the school pupils in the Yorkshire and Humber region whose first language is not English. Research shows that children who arrive in the UK at secondary school age suffer an attainment penalty as a result of varied support for English language skills.

What people said

"Language and local know-how give people confidence, hope and the ability to connect with others and get on with day to day life. If you don't speak English, you won't go far from home and you are unlikely to go far in life. People need learning to be easy, affordable and very local- within their communities. Being able to speak English gives people confidence and social connections so they can mix, find work, connect, understand each other and avoid isolation. Practical connections and know how is equally important- from navigating services, to finding jobs, schools, how to travel, shop and do the basics- so people can get on with day to day life and settle in a new life". (Annex B)

E. PERSONAL, RELIGIOUS AND CULTURAL NORMS, VALUES AND ATTITUDES

Faith. Christianity and Islam are by far the largest of our faith groups. Nearly half (45.9%) of the population identified as Christians in the 2011 census and almost one quarter (24.7%) as Muslim. The Muslim population included the majority those of Pakistani heritage. Just over one fifth of the district's population (20.7%) stated that they had no religion. But this does not demonstrate whether religion is practiced.

Voting: The numbers of people on the electoral register are currently at their highest yet democratic participation in some areas is lower than the UK average, in the 2017 General Election turnout was 64.8% in Bradford east, 60.6% in Bradford South and 67.4% in Bradford West compared to a national average of 68.7%. In parts of the District democratic participation is very low for example, turnout in the 2018 local elections in Tong ward was only 20%. Of Bradford's 90 Elected Councillors, 31% are of BAME background however women are underrepresented at 38.9% of all Councillors and the average age of Councillors is 54.

International. The district is made up of communities from all over the world this means that global conflict and national and regional incidents can create unease and tension in our local communities.

Community and democratic participation.

The District has a large and vibrant voluntary and community sector and high numbers of volunteers however we know that many people feel that Bradford needs to grow its sense of civic pride and belonging and that participation in community and civic life can be a vehicle for achieving this.

What people said

"Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. The four corner stones of hope as identified by Bradford District's residents were;

- 1. Employment and a thriving economy*
- 2. Education with great schools where children mix and connect*
- 3. A crime free and well-kept environment, homes and thriving town centres and*
- 4. Pride in Bradford." (Annex B)*

F. LACK OF MEANINGFUL SOCIAL MIXING

Crime and perceptions of safety. Overall crime rates are above national and regional averages and local research indicates that people have particular concerns around the drugs trade, dangerous driving and a general sense of lawlessness in some parts of the District. There were 15,335 recorded reports of anti-social behaviour in 2017-18 with hotspots in City, Bowling and Barkerend and Eccleshill wards. High profile cases of Child Sexual Exploitation have been used by far-right activists in attempts to foment hatred and division.

In the 12 months to December 2017, there were 1,624 incidents of reported hate crimes, the vast majority of which (76%) related to race. Sexual orientation hate crime accounted for the second highest number of reports and 9% of the total; disability and faith hate each accounted for 7% of overall reported hate crime. The city centre is a particular hotspot for incidents of hate crime.

Almost one quarter of Bradford's population are Muslims and research carried out by the Bradford' Hate Crime Alliance suggests that there is strong evidence that Islamophobia and Anti-Muslim sentiment exists in Bradford and that local Muslim people believe it to be increasing.

Bradford District as a place to live. The West Yorkshire Police and Crime Commissioner's survey indicated that 66% of the District's residents are satisfied with their area as a place to live. Some 62.6% agreed that their local area is a place where people live harmoniously however there were wide variations across different places for example, only 38.9% of people shared this view in Keighley West.

What people said

Through our conversations people told us that they liked living in a multi-cultural city, but they wanted more opportunities for mixing. A priority for many was to connect more and *"build understanding across faiths, cultures, ages, at work, at school and in the community. Lack of understanding affects inclusivity, opportunity, confidence, progress and ability to get things done."* (Annex B)

Delivery Plan

Bradford has strong partnership arrangements and a deep-rooted understanding of our communities. Our Delivery Plan has been developed by talking to our partners, to those living and working within our district and to our elected representatives. Our strategy has been written with this rich data and understanding.

Our Delivery Plan focusses on the next two years and builds on our existing strategic priorities shared across partners and incorporates a range of ideas that we know work well and will be scaled up to benefit the maximum number of people. Other elements are innovative ideas that we want to test and learn from.

People told us how our interventions should be designed. Where possible these will be included in the design of our interventions informing not just what we do but how we do it. We recognise our interventions are interlinked and interconnected not just across other activities across the District but also how they will work in practice. The Plan therefore should be seen in its entirety rather than a set of projects. This Plan outlines how we will work together to achieve our ambition for the District. The interventions that we propose now will reduce pressure on public services and resources.

Our Focus

Our focus on integration is not a 'one size fits all'. We understand that the challenges facing the District vary from one place to another. What we do in turn needs to vary in a way that is specific to the place and its communities. We know that our focus cannot be entirely on the few but on society as a whole. It should look at addressing the issues of barriers to both integration and to all groups of people having the same life chances. We will ensure that poor white British communities with generations of unemployment, along with other poor communities and those most vulnerable to discrimination and marginalisation, are also included. Our data and evidence show that the following communities need more of our support;

- **Young People** – Attainment, Identity and Belonging, School Segregation, Economic Inactivity, Aspiration
- **Women** – Economic Inactivity, English Language, Participation/Social Mixing, Aspiration and empowerment
- **Poorer Communities** - Economic Inactivity, Aspiration, Participation/Social Mixing
- **New Communities** - Orientation, English Language, Economic Inactivity, Participation/Social Mixing

Our Approach

We recognise the scale of the challenge. We know that it is impossible to do this without talking to other people, bringing others along with us and inspiring commitment to change or reform in practice. To do this we know we need to complement, inform and create synergies with a number of interventions supported by Government, other external bodies and local partnerships, some of which will have overlapping goals. To be able to achieve our ambition for the District we will encourage and facilitate opportunities for integration as a general ethos across our work in the District. To make sustainable difference we need to change the systems in which we work and live in, change behaviour and perceptions of the other to create a safe city that provides a fair chance for all.

a. Policy Change

We aim to work across Bradford District on new ways of working. This means that we will work to reconfigure services, processes and procedures that hinder

integration. We also believe to help drive forward integration we need to work towards a joint political cross-party agreement. It is important that the Government recognises that what we can achieve locally may also be impeded by the impact of wider policy. For example, the following may exacerbate the challenge of segregation;

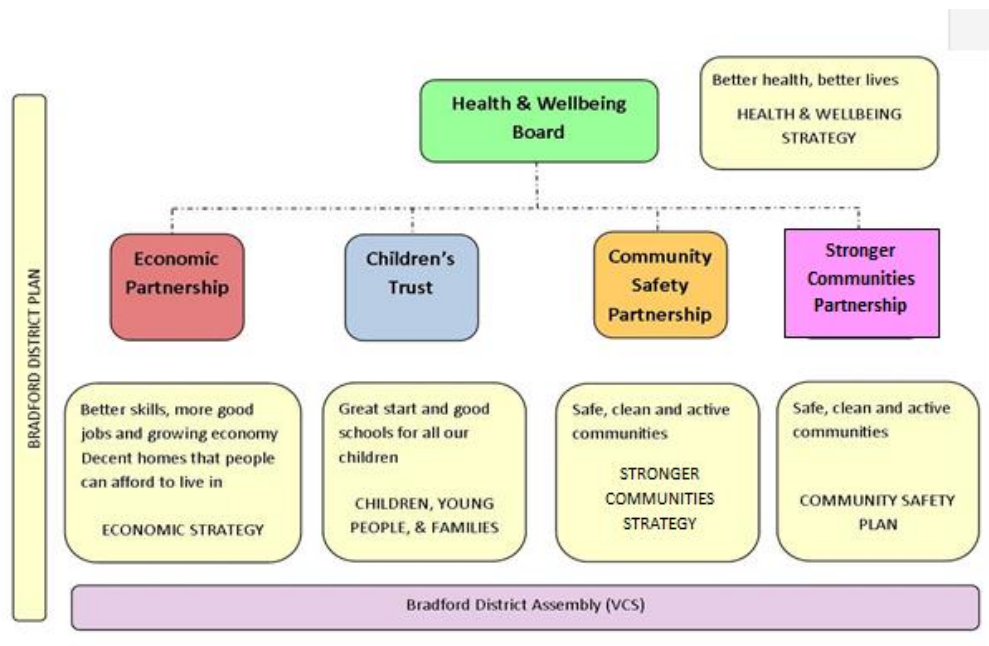
- Austerity,
- Welfare Reform Act
- Parental choice in Education
- Asylum Policy
- Brexit

We think it is critical that the focus should be on all barriers to integration and this is why we are one of the few local authorities who consider low income/low wage as a protected characteristic.

b. Partnerships

We will continue to have ongoing conversations to identify areas of overlap, how we can collectively work together and join up our work. We will do this by understanding what can be achieved by sharing data and learning from the evaluation of these programmes. Whilst every attempt has been made to highlight awareness of other programmes and areas of work, we know this isn't an exhaustive list and acknowledge this will be ongoing process.

<p>Getting On: Employment</p> <ul style="list-style-type: none"> • Anti-Poverty Strategy- provides a framework within which all services in the District can work together to meet agreed outcomes associated with reducing the effects of poverty. • Economic Strategy which sets out our plans to grow our economy by increasing the number of productive businesses and supporting young and enterprising people to innovate, invest and build fulfilling lives in the District. • Community Led Local Development. Projects in Keighley and Manningham designed to build community led approaches to economic development. • Controlling Migration Fund. Supporting communities impacted by migration 	<p>Getting Along: Education</p> <ul style="list-style-type: none"> • Education Opportunity Area which aims to improve social mobility through education for the most disadvantaged young people. • Better Start Bradford a community partnership to help parents give their children the best start in life. Born in Bradford –helping to unravel the reasons for ill health and bring new scientific discovery to the world. It is also providing a catalyst for communities to work with the NHS and local authority to improve child health and wellbeing • Civic Society Strategy-aims to encourage individuals and organisations to act with creating social value foremost and independent of state control.
<p>Getting Involved: Social Mixing</p> <ul style="list-style-type: none"> • Well North Bradford – working to help transform neighborhoods into dynamic communities where local people can live, work and thrive. • Local Delivery Pilot - a pilot to explore ways to make it easier for people in our poorest communities to access sport and physical activity. 	<p>Feeling Safe: Perceptions of the other</p> <ul style="list-style-type: none"> • Safer Communities Plan – outlines the district priorities to build safer communities. • Hate Crime Strategy- which aims to highlight and support Bradford's approach to tackling hate crime.



c. Public Sector and Businesses

Promoting and supporting diversity in the workplace is an important aspect of integration- it's about valuing everyone in the organisation as an individual. This means we need to challenge practices and offer opportunities at leadership. To reap the benefits of a diverse workforce it's vital to have an inclusive environment where everyone feels able to participate and achieve their potential. The Public Sector and Businesses should;

- Be confident to change policies and practices to promote recruitment, retention and progression of employees which better reflects diversity of the District.
- Encourage English language skills of employees whilst in work and encourage a culture of equality and mixing.

d. Voluntary Community and Faith Sector

As resources have dwindled, we know organisations are working in a pressurised, difficult and competitive environment. This makes working in collaboration increasingly more important. The Voluntary Community and Faith sectors should;

- Work together to maximise integration outcomes especially where funding is being sought or awarded.
- Work together in sharing data so we can better demonstrate our shared impact of our work across the District.
- Share best practice and building on what works.
- Continue working in partnership with others with integration as a general ethos
- Address tensions, stereotypes and perceptions of the others which impede integration.
- Build on the Governments Civic Society Strategy and continue community development, supporting our communities to become role models in their neighbourhoods and families.

e. Community

People who live across our District told us how important integration was to living a fulfilling life across the District. However, many expressed they didn't know where to start. Communities should;

- Be courageous in taking personal responsibility
- Challenge the normalisation of unacceptable behaviour

- Be brave and take opportunities to ask questions and forge relationships with people from different backgrounds
- Challenge attitudes and practices which fosters negativity, stereotypes and hate within themselves, their families or others around them

f. Telling our Story well

Stories powerfully influence people’s beliefs and actions. They strengthen advocacy campaigns by grounding policy proposals in real life examples. We will make a concerted effort to work closely with local media and with the Government on our story and ensure these stories are positive.

We will mobilise a programme of campaigns identified through our conversations such as ‘I am’ and ‘Through the Keyhole’, a mobile exhibition which tells the story of our shared history and debunk myths. This will align closely with the Anti- Rumour Campaign developed through Intercultural Cities which aims to dispel the widespread myths around the topic of immigration. The campaign is a preventative measure against racism that also promotes increased and effective integration of migrants.

We will have a Communications and Marketing strategy that will incorporate these approaches and encourage thought provoking conversations and promote understanding and tolerance by being concrete rather than abstract. We will train advocates involved in the delivery of our plan in social media messaging and encourage people to talk about the positive work that is taking place, providing a balance to divisive narratives. Our Stories will inspire others and show how community change is carried out. We will share our learning on what works and what doesn’t and make sure this is disseminated widely.

Our Pillars

Using our guiding principles, we have considered where we can have the most impact and deliver the greatest change. To do this well, we will;

1. Continue to have on-going ‘conversations’ to gather the views of Bradford’s residents. Where appropriate, communities will be involved in co-designing our programme. We will also involve communities to co-produce to deliver sustainable change. Where needed we will feedback so communities know we have listened. We will maximise existing resources and skills by developing local community researchers to make sure information remains current.
2. Agree a set of measures that can track our progress towards becoming a truly integrated community.
3. Agree a method of sharing data across our stakeholders, the local authority, our programmes and the District through our Partnership and events to gain a better understanding of the impact of our work on integration. We will gather feedback on the work we are doing as well share what is and isn’t working.

**Pillar One: Getting on
More people will have improved their quality of life, feeling happier about the future, being able to fully participate and better equipped to engage in the economy.**

Our objectives are to;

- Improve opportunities for those furthest away from the labour market enabling them to engage in the economy.
- Provide opportunities for anyone who wants to learn to speak, read and write English so they can fully participate in education, employment or life in Bradford District.

- Create clear pathways and referral routes to enable people to easily navigate services and the District

What we will do

Priority: Employment

Challenge: Labour Market disadvantage

We want to make sure that everyone in Bradford has chances to achieve their potential, regardless of their background. This means reviewing the services we offer and working collectively to meet and appropriately respond to existing and emerging needs of different communities.

Building on the Economic Strategy, we will work with a range of organisations and other programmes across our District to review the support that is being offered to people who struggle to find work.

We will use this review to help us to address gaps in training, employability support and reshape how organisations recruit at all levels. We will invest in a programme of activities for those furthest from the labour market. We will base our activities on a person centred approach which will support their journey into work and assist with long term preparation for employment. This will include raising aspirations and attitudes through a mentoring scheme, providing opportunities to build sector based skills such as digital and catering and support for finding and getting a job. A particular scheme will be delivered for graduates who do not go onto employment. We will look to support people in keeping and progressing when they are in employment. Our ambitious programme will also involve trailing a change in how public sector and businesses recruit. Where possible we will take a proactive approach to recruitment practices by making sure they do not act as unintentional barriers. We will make sure that employers have more knowledge about different communities by recruiting volunteers that are able to speak about themselves as 'an open book'. Groups, businesses and organisations wanting to learn more about 'the other' will be able to ask for someone talk about their life, culture and answer questions that we are

sometimes too embarrassed or don't feel able to ask. We will equip employers with the confidence to recruit more diversely.

Challenge: Lack of English Proficiency

People told us that English language should be accessible and practically available for everyone at all levels, within formal or informal setting. To do this we need to understand what the current level of need is and how we can capture this data. We will invest in a central unit that will support the way the provision of English language teaching (ESOL) for adults in the District is currently being accessed. Through our working group of providers delivering ESOL, we will make sure that all adults have access to high quality English language provision. This will range from conversational English delivered in local community venues, building confidence for those who have some or little English to more formal learning for those who require it for work or education.

We will continue our work from the Government's Controlling Migration Fund increasing capacity across the district to respond to migrant communities. We know from our community engagement activities how limiting life can be when people cannot access services they need or navigate with confidence in a new place. We will make sure that people who are new to Bradford and Britain receive the help that they need to secure their immigration status and are able to access employment and English language opportunities.

We will pilot a way of working which will concentrate on those seeking asylum and refuge. It will focus on managing the impact on those arriving into our District offering more timely and appropriate support that addresses immediate needs. We will use this approach to better understand and consider how national

systems, processes and priorities interact with local services and complement each other. It will explore gaps, good practice

and opportunities for co-design and co-production.

Pillar Two: Getting along

More people will have a greater understanding of other people's views and cultures across Bradford District.

Our objectives are to;

- Influence schools to test new approaches to their School Admissions Policy.
- Increase social contact between people of different backgrounds including school age children providing opportunities for open dialogue and to learn from each other.

What we will do

Priority: Education

Challenge: School Segregation

We want the District's residents to connect with each other, at school, college, work and in the neighbourhoods, they live and across the District. We want to influence where possible process and policy barriers that stop us from doing this. We know that social mixing can reduce anxieties and stereotypes we might hold about people who are different to ourselves.

We will test and learn from the new approach of two new sixth form colleges in the city ward to encourage social mixing of young people living in different parts of Bradford. We will take this learning and look at ways we can encourage other

schools to re-evaluate their Admissions Policy and share best practice.

We will continue our support for The Linking Network. We will make sure that all Year Four children in primary schools across our District have the opportunity to link with children in a school different from their own. We will expand our reach offering linking experience to a small number of secondary schools and parents of different backgrounds enabling them to extend their existing social and support networks. Our school linking training and toolkit will enable us to work with our 138 supplementary schools across the District. We will also look to share learning from the Strengthening Faith Institutions pilot.

Pillar Three: Getting involved

More people from all backgrounds will feel they understand, respect and connect with each other.

Our objectives are to;

- Work with registered social housing landlords on how housing provision is allocated.
- Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.
- Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.
- Improve coordination between partners and services so people have a fair chance.
- Create clear pathways and referral routes to enable people to easily navigate services and the District

What we will do

Priority: Social Mixing

Challenge: Residential Segregation

Building trust within and between communities is central to building stronger and more resilient communities. Integration involves people feeling empowered to be active in their communities and contribute to civic life. But where people live can stop those conversations and interactions to take place. Volunteering is one of the ways in which people of different backgrounds come together to support causes they are passionate about and it has been demonstrated to improve mental and physical well-being. It enables all of us to feel we have a stake in the place we live and builds shared values and common goals. Our residents have a strong tradition of volunteering and we want to build on this.

Our approach to residential segregation is two pronged. We will explore approaches on how we can influence where people live to encourage more social mixing and creating opportunities for more meaningful dialogue over a prolonged length of time through shared spaces.

We recognise that social housing landlords are an important resource in developing a local integration approach, having well established community links. We will influence well thought out housing provision as we know it can facilitate social interaction, sustainability and a sense of pride in the community. Where we do not have the answers, we will look at best practice nationally and internationally through our work with Intercultural Cities. We will research on how best to tackle residential segregation and understand people's motive for 'white flight' and why people choose to live in or leave a place.

Lack of Meaningful Social Mixing

We will build community resilience through development training and empower residents to challenge and take social action. We will continue our work in the District by encouraging debates around integration, develop understanding of our neighbours and communities and provide support to expand existing social networks

reducing isolation and loneliness. We recognise safe spaces are critical in building relationships especially if they are seen as shared and neutral. Where this is desired and appropriate we will support transfer of assets. We will bridge community divides by offering more opportunities for community dialogue. We will provide an on-going programme of support for groups of people to hold difficult conversations and space for talking about issues they care about. Communities will be supported in turning their ideas into actions. We will run more targeted services for young people enabling them to build bridges across boundaries and areas they wouldn't normally go into. We will work through our existing staff and networks to deliver team challenges, team building and cultural awareness sessions.

We know when we leave ourselves open to opportunities for social integration, making friends and travelling to places we normally wouldn't, can result positively on our views and experiences of the world. It raises our confidence and aspirations to do more. We will use Travel and Tourism, local community centres and faith organisations to promote a new innovative app that challenges us to engage in activities and with others we normally wouldn't, increasing positive experiences. We will work with communities in the development of this app, increasing digital skills and creating gaming environments.

We will use our festivals and events to bring communities together by involving them in the design and delivery of them. We will also build on our work on understanding of different faiths by growing our Faith walks and Iconic Places of Worship Tours to engage more people. We know a minority of people hold views of certain areas and places as 'no go zones'. This work will aim to dispel these beliefs. We will include opportunities for sustained dialogue over a length of time for those who are receptive and open through conversation cafes.

We will continue our support for People Can, which will increase volunteering and neighbourliness. We will continue to celebrate volunteering and make sure that volunteers feel valued and rewarded. We fully support the extension of Believing in Bradford/ Catalyst which will include developing leadership skills for 600, 16-26 year olds and women across the District, creating role models who will become Ambassadors for our campaigns and volunteer across our Stronger Communities work.

We recognise that there is more to be done for those whose needs are not being met. As such, these people can rarely make space for others. In these circumstances, we will work with the Council, Health, Police, Fire & Rescue Service and alongside Voluntary,

Community organisations to develop a District wide strategy as an organisational response with and for the Roma community. This will look at how to improve the community's social integration and ensure equal access to opportunities. We will carry out research to understand how better to support Refugees, Asylum Seekers, African, African Caribbean's, LGBT, Gypsy and Travellers who are often marginalised and discriminated. We will look at what their key barriers are in accessing and engaging with services such as Health, Education, Police and Business. We will develop a strategy and action plans for each service and will monitor their progress through the Partnership.

Pillar Four: Feeling Safe

More people will say they feel satisfied with their neighbourhood and feel safer across our District.

Our objectives are to;

- Reduce negative views and stereotypes that some of the Districts residents hold about people who are different from themselves.
- Equip people with the skills to resolve conflict
- Facilitate activities through the Safer Communities Partnership

What we will do

Priority: Perceptions of the Other
Challenge: Personal, religious, cultural norms, values and attitudes

We want to build a society based on shared values and responsibilities. Safety and security underpin the work that we want to do. But too many of our residents feel unsafe, at home, in the streets and across the District. The prejudiced attitudes of a minority can hold us back and stop us becoming an integrated society.

We will kick-start our work on the District's Hate Crime Strategy and use it to test delivery. This work will be monitored through the Safer Communities Partnership. We will work more closely with partners to identify key areas for staff development. We will work with partners,

residents and voluntary, community and faith organisations to raise awareness of all hate crime and act on crime against those most vulnerable such as LGBT, disabled people, Refugee and Asylum seekers and develop learning on how to tackle Islamophobia. We will do this through the production of resources such as videos, vlogs and positive social media campaigns to counter and challenge harmful narratives. We will test initiatives such as restorative justice, which will allow perpetrators to face victims in a safe environment to learn the impact their actions have on others. We will work together to support the rejection of racist messages. This includes listening to the concerns and fears expressed in the community, such as misconceptions around preferential treatment of some groups. There may also be a need to take action to dispel myths and to ensure

transparency about decision-making. This can help local people understand and accept how and why priority decisions are made.

There is also work to be done to bring different parts of the community from diverse ethnic and social backgrounds together to develop mutual understanding and respect. We will look at ways to find out more about current views and perceptions of local people in a neighbourhood. Its purpose is to understand what the most pressing issues are and if they could be leading to increased local tensions, for example if there has been a local incident that may have fuelled tension. A local issue can also be a source of community harmony as residents come together to campaign on a locally important issue. The more we have a developed awareness of local issues and directly talk to local people, the better we can understand what we can do about it. From our community engagement activity, people told us nuisance and dangerous driving was a huge cause of tension between communities. We will research on the causes of this and the affects this has on community perceptions of the other.

Many of those we spoke to talked about the general perception of the area as a major concern. We will test out the best way to involve, include and engage with our communities in a sustainable programme of behaviour change by running a range of interventions in six wards.

What We Still Don't Know

a. Test and learn from what we deliver

To drive meaningful transformation at scale, we must be open to the adoption of a test and learn culture, which will enable us to optimise opportunities for good social integration, create and enhance first-class interventions and develop learning across this programme. By doing this we will be able to make good decisions about what we invest in based on interventions we know that work. Where results prove to be positive we will either scale up reaching more people or test them in other areas with different communities.

b. Stronger Communities Innovation Fund

Innovation is critical in enabling us to achieve the ambitions set out in this strategy, to increase the pace and scale of change, and deliver better outcomes for those living and working across Bradford District. We know decisions made on assumptions can be unwise. It is important that we look for answers to questions we don't know the answers to and look to explore ways to further our own understanding rather than providing solutions. We will develop an Innovation Fund to research new ideas. Our community engagement exercise produced a range of ideas that we are keen to explore further. (Annex B). We are also in a changing environment where challenges may arise we currently do not have interventions for. The Innovation Fund allows flexibility to respond to these, whilst also exploring interventions tested elsewhere and have a good evidence base of success.

c. Behaviour change

We will test three different methods of assessing behaviour change models. One of which has been designed by Born in Bradford as the 'Community Readiness' toolkit. This assessment can be carried out across geographical areas or for communities of interest on a range of questions. The collective answers are analysed and scaled indicating the community's receptiveness to change. We will explore other appropriate behaviour change methodology and weave this into our communications, training and conversations. We will develop effective ways to measure its impact. This will help us understand how best we can create a culture of tolerance that targets society as a whole and not just those who access the programme's interventions.

d. Learn from best practice- local, national and international

We recognise that to be forward thinking we need to harness the talent and energy of our growing diversity. We will continue to develop, negotiate and implement a comprehensive strategy, taking into consideration best practice at all levels to realise Bradford District's diversity advantage. We are joining the Intercultural Cities Network to help us develop and deliver a long-term strategy that takes this into account, enabling us to share our learning with other integration areas and cities.

How Will We Know It Works?

The programme will build on evidence of best practice as well as developing new and innovative approaches where these are necessary and where they respond to an evidence of need. We will work with Government to develop a series of measurable outputs and outcomes in order that impact of the interventions made can be measured and understood. We will invest in good methods for evaluation and data, so it can be adequately collected, analysed and evaluated quickly.

Our approach will link to and continue to deliver on our District wide work on integration building strength and resilience within our communities. Where funding is not required for interventions through Government, we have clearly stated this clearly in the Delivery Plan. We expect this plan to go through a number of reiterations whilst interventions undergo a comprehensive and robust design process.

DRAFT

Our Partnership – and how you can be involved in our work

The Stronger Communities Partnership and will keep oversight of the delivery of this work as well as the wider priorities of the Integrated Communities programme. We are committed to devolving decision making to those who this programme affects, which is why we have an independent board. We are passionate about community voice, power and fair representation. Therefore, getting our partnership approach right is important to us.

The Partnership's role is to provide reliable and consistent strategic advice and informed guidance on the achievement of the Stronger Communities Priorities. It will be made up of a wide range of experts and strategic leads. Our Partnership Board will be informed by our four priority sub-groups which will incorporate delivery partners, analysts and researchers;

- Getting On
- Getting Along
- Getting Involved and
- Safer Communities (already established and will incorporate Feeling Safe)

The Partnership will develop a channel for community voice that will ensure our Board and community continue to work together. It will also be informed by the Strategic Advisory Group which will provide the connection between what is happening locally, nationally and internationally. In this way the work of the wider Stronger Communities agenda will benefit from members' ideas and perspectives in respect of their individual areas of expertise and experiences, which we might otherwise have missed.

The Health and Wellbeing Board is the lead partnership in the Bradford District Partnership. The Stronger Communities Partnership will report to this board. The Stronger Communities Partnership will also report to the Corporate Overview and Scrutiny Committee to make sure our decisions and services are being made fairly and with transparency.

We are currently exploring this approach and will seek feedback from partners, local residents, councillors and representatives on our governance proposal.

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STRONGER COMMUNITIES DELIVERY PLAN 2018-2020 v1.0

Key

	Requested for funds
	Other funding

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what's the hypothesis they're testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
The Innovation Fund will be an overarching activity which could meet any or all of our priority areas or objectives	<p><u>System, Perception and Behaviour Change- Stronger Communities Innovation Fund</u></p> <p>We want to develop an Innovation Fund to research new and emerging topics and ideas. It is important that we look for answers to questions we don't know the answers to and look to explore ways to further our own understanding rather than providing solutions. The Innovation Fund will include those which have been;</p> <p>1) Tested elsewhere and there is a good evidence base of success.</p> <p>2) Exploration of Behaviour change models. We will develop effective ways to measure its impact. This will help us understand how best we can create a culture of tolerance that targets society as a whole and not just those who access the programme's interventions.</p> <p>3) Development of 'grow our own' community researchers. This will introduce a new way of working not just for the programme but could be utilised across our VCS and Faith organisations.</p>	Annex A and Annex B	<p>Develop process and criteria for Innovation Fund</p> <p>Develop panel for assessment</p>	<p>New projects/ research is proposed</p> <p>This research informs other work within our portfolio of projects</p>	<p>Research papers are published</p> <p>Learning is shared across the District</p> <p>Community researchers identified</p> <p>Community researchers are trained</p>	<p>Our community engagement exercise produced a range of ideas that we are keen to explore further. (Annex B).</p> <p>Our landscape is constantly changing.</p>	<p>Increased involved from the community</p> <p>Increased emphasis on designing interventions based on what we know</p> <p>Test and learn culture is developed</p>

	This is a sustainable approach. 4) New emerging challenges and ideas.						
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PRIORITY AREA 1: EMPLOYMENT

PILLAR: GETTING ON

More people will have improved their quality of life, feeling happier about the future, being able to fully participate and better equipped to engage in the economy.

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what’s the hypothesis they’re testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
1. Improve opportunities for those furthest away from the labour market enabling them to engage in the economy.	<u>Behaviour/ System Change</u> <u>Employment</u> Provide a programme of activities using a person-centred approach offering end to end support for those furthest away from the labour market. Our activities will focus on three groups; 1) BAME female Graduates who do not engage in employment. Building on trailed and tested programmes from the JCP, the provision will take the form of a 13 week programme of activity; claimants will be required to attend for up to 4 days each week, to encourage the behaviours expected in a workplace. Optimum occupancy will be 15-20 claimants per course although referrals for each course could be up to 25. The timing of attendance will be determined locally but claimants will be	White young working-class communities living in Holmewood, Tong and central Bradford and Keighley. BAME women in Manningham, Bradford Moor, Little Horton and Barkerend and Bowling.	Co-design services using an end to end approach Outline customer route of travel Interventions are set up and ready to be promoted	Evaluate/revie w through rapid cycling testing approach and set up for second and third cohort.	No of people with increased confidence No of people accessing intervention No of people supported end to end No of people into jobs	Bradford University have highlighted that they have students who complete their degrees but fail to obtain suitable employment in the city. This includes BAME Asian female students who attain their degree but either do not obtain employment on completion or go into low skilled jobs. They have highlighted	Jobseekers have improved skills and attitudes for employment Jobseekers have improved occupation-specific skills and work experience Increased numbers of jobseekers

	<p>expected to attend for up to a maximum of 16 guided learning hours per week. Additionally, Providers will be expected to provide refreshments and travel costs. (Childcare or replacement care costs will be met by JCP where appropriate.) The Programme should offer graduates in the main face to face support with the following;</p> <ul style="list-style-type: none"> • Careers and transferable skills advice, • Information about the availability of jobs (nationally), • Help with writing CVs and competency-based application forms, • Advice on how to make speculative approaches to employers, • Advice about Interview techniques and some interview practice if required, • Presentations – content and delivery, • An overview of the benefits of voluntary work and work experience and evidence about how these opportunities can enhance career prospects, • Building on sessions through Work Experience for those graduates who require this support, • Mentoring and Ongoing support <p>They will be required to provide 3 Master Classes. Claimants attending the Employability Skills for Graduates Programme will bring with them varying levels of skills, experience and ability. The provision must be flexible enough to respond to their individual needs. It will provide support which builds on their knowledge, skills and experience rather than seeking to duplicate them.</p> <p>2) Sector based skills such as Catering development for BAME women. This will be run in collaboration between the Jobcentre, Thornbury Centre, Colleges, and local employers could provide opportunities to develop a SBWA, with accredited training in Nutrition, Food Hygiene and food safety. Hands on</p>	<p>Young people aged 16-26 living across the District.</p> <p>Thornbury Centre to be utilised as one of the centres. It is situated on the Leeds/Bradford corridor and is easily accessed by public transport, offering free parking in their private car park. It has a computer suite, and comfortable multi- purpose rooms of various sizes, two conference halls and a designed fully equipped training kitchen facility.</p>	<p>First cohort starts accessing services/ interventions.</p>		<p>No of people applying for work</p> <p>No of people with additional or new qualifications</p> <p>No of people being matched with a mentor</p> <p>No of people who feel more confident to speak English</p> <p>No of people who access conversational English</p> <p>No of people who progress in English and into formal learning</p>	<p>possible reasons for this; unable or unwilling to travel for employment, restrictions on the types of workplaces they would work, lack of knowledge or aspiration of the types of employment that they could apply for with their qualifications, expectations of family to stay at home and marry and have children.</p> <p>Data illustrates a need to focus on employment opportunities for women particularly BAME (18.3%) compared to white females (3.5%), young people (68%).</p> <p>Economically inactive rate for BAME female 16-64 is 56.4%). Of which Pakistani/Bangladeshi females are 63.4%. Indian females, followed by Black females 55.5%. Mixed ethnic group females 48.2%. (Annual Population Survey, Jan - Dec 2017).</p>	<p>enter and sustain (quality) employment</p> <p>Disadvantaged groups have increased access to relevant employment opportunities.</p> <p>Increased number of people who will feel confident about speaking English</p> <p>Increased number of people who go onto learning English in formal setting</p>
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	<p>training, in a Catering Kitchen, providing opportunities for routes into employment, through partnerships we could develop further, with LA and NHS, who often struggle to fill their catering vacancies.</p> <p>3) Raising aspirations in young people aged 16-26 through intergenerational mentoring. Volunteers will be aged 50 and over who will use their wisdom, their energy and their life experience to help keep young people on track. We will focus our energy on those young people who, for whatever reason, may not achieve academic results to continue into higher education, or were lacking interview skills and are unemployed, or maybe they have a skill they haven't been able to develop through training and guidance. Matching between mentors and mentees will be intergenerational as well as between BAME and white, male and female and other combinations based on the diversity of both groups.</p> <p>4) Conversational English classes for BAME communities to build confidence, social understanding and integration leading to the traditional ESOL College Tutor led learning route. These groups will be offered a wrap-around service where progression routes are clear.</p> <p>We are aware that QED are working in Partnership with a consortium of VCS organisations on a 'Befriending Scheme' and there is also Caring for the Community project. Their project aims to improve relationships between young people and the white elderly community in Bradford. Caring for the Community will be extended out to those with disabilities. Both will aim to reduce isolation and loneliness and will complement our work in this area. There is potential for sharing data and evaluation.</p> <p><u>System Change- Employer Support through B2B challenge</u> Work in partnership with Organisation to offer</p>	<p>Scope model of delivery depending on</p>	<p>Co-design intervention</p>	<p>Work with the first organisation</p>	<p>No of organisations</p>	<p>More than one quarter (29%) is aged under 20 and nearly seven in ten people are aged under 50. Younger age groups are more ethnically diverse. Only 10% of the population over 65 years old are BAME, in contrast to 48% of 0-14 year olds.</p> <p>We recognise this data alone doesn't provide us with a complete picture. For example it is unclear how many people work and trade in the grey economy market.</p> <p>We know Bowling and Barkerend, Little Horton and Bradford Moor have the highest population of children in low income families.</p> <p>Only the White population has a significant proportion of older people aged 65+.</p> <p>The Disparity Audit also tells us that whilst our population is diverse this is not reflective of those in the highest paid jobs.</p>	<p>Policy and recruitment practices will</p>
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	<p>support to Bradford employers- both businesses and Public Sector. Trial a new approach with five organisations (of which BDMC will be one) to drive change across our District on;</p> <p>1) Using Business to Business Support, we will review policies and practices on recruitment to reduce exclusion and encourage recruitment of BAME, young people, those with disabilities or mental health and poor white class applicants. We intend to explore recruitment on potential. We will target actively not just low-level entry jobs but also at all levels across organisations including senior management roles.</p> <p>2 Informal culture and behaviours to improve social mixing in and outside of work</p> <p>3) Improving social mobility and diversity across the workforce to reflect greater the District.</p> <p>4) Develop a train the trainer approach and a good Employment Practice booklet to share learning and influence quickly more organisations to adopt a similar approach</p> <p>5) To offer training to front line supervisors/managers to reduce barriers in employment which may be inadvertently discriminatory and reduce unconscious bias or entrenched working practices increasing awareness and understanding of culture and diversity.</p> <p>6) Recruit a bank of volunteers who are willing to be loaned out to businesses groups and organisations to debunk myths and raise awareness. Volunteer give their time to speak about themselves as 'an open book' without judgement about the person/organisation enquiring. Groups, business and organisations wanting to learn more about 'the other' will be able to ask for someone from the 'Library' to talk about their life, culture and answer questions that we are sometimes too embarrassed or don't feel</p>	<p>what can be achieved in the timescale.</p> <p>Organisations will be selected based on size, FTE, maturity, diversity of the workforce (& their geography) and type. We've already had exploratory conversations with businesses such as Northern Powerhouse.</p> <p>Organisations will be based in Bradford District employing as a minimum 200.</p> <p>Volunteers reflecting the diversity of Bradford District.</p> <p>Organisations engaged</p>	<p>Mobilisation plan written</p> <p>Scope model of delivery and organisations most receptive to engagement for change</p> <p>Provider is commissioned.</p> <p>Volunteer policy written</p> <p>Recruitment initiated</p>	<p>will commence and early signs of changes will be apparent i.e change of policy/practice , increased diversity in employment.</p> <p>Create a bank of volunteers.</p> <p>No of volunteers recruited</p> <p>No of volunteers 'loaned' out.</p>	<p>participated</p> <p>No of people from diverse background being recruited</p> <p>No of people from diverse backgrounds applying</p> <p>No of organisations interested in 'signing up'</p> <p>Policy and recruitment practices adapted</p> <p>50 volunteers recruited</p> <p>25 groups and organisations engage someone from the 'People Library' in the first year.</p>	<p>Public engagement on the local integration delivery plan has 'highlighted' that many people are keen to engage and learn more about other people in the district, but do not believe that they 'permission' or that their questions may be construed to be racist, homophobic or based on prejudice etc.</p> <p>We are one of the BAME Challenge Areas and CLLD areas.</p>	<p>have changed</p> <p>Increased diversity in the workforce particularly at senior levels.</p> <p>Improved culture of the organisation</p> <p>Managers at all levels will have raised awareness of themselves and their own attitudes</p> <p>Increased social mixing will occur in the work place.</p> <p>Attitudinal change takes place across everyone who engages</p> <p>Improved relationships within the workplace</p>
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<p>able to ask. Recruits will be 'sourced' through open advertisement and may also come from 'other' projects such as the Believing in Bradford/Catalyst project. A project Officer would administer the recruitment and allocation project until an 'alternative delivery vehicle' can be determined, through the life of the project. Expenses would need to be provided, initially through the project, but may ultimately through a 'cost recovery' model tailored to suit individual groups.</p>						
<p><u>VFM- Systems Change- Equalities and Community Relations Strategic Group</u> As part of our work to increase engagement by all groups, we know we must address the systems, processes and structures that exist that hinder this. Our work in this area is targeted in two areas; 1) A series of thematic engagement events will take place with smaller communities of interest to look at what are their key barriers to access and engagement with services. This will include presentations from relevant professional bodies e.g. Health, Education, Police, Business and work shopping barriers, presenting the findings back to the lead organisations for review and response, including developing strategy and action plans. Governance to sit within the Stronger Communities Partnership and Health and Wellbeing Board. Typical groups to be represented to include: Roma, Refugee, Asylum Seekers, African, African Caribbean, LGBT, Gypsy & Traveller.</p> <p><u>Placed based model for Asylum Seekers & Refugees</u> 2) The Home Office has approached Bradford Council working collaboratively with Leeds City Council, Sheffield City Council and Calderdale Council, to consider how central and local governments, service providers as well as civil society could work more closely together to improve the management and flow of newcomers into places. Pilot areas have been selected based on geographical mix and service delivery across a range of asylum and resettlement activity. The high level</p>	<p>Some of the smaller communities of interest have not become established to an extent that they have 'voice and influence' through conventional processes e.g. political or community leadership.</p> <p>The pilot will align and identify links with existing work and governance structures to avoid duplication make best use of officer time and learning from Integration Area pilot, Local Authority Asylum Support Liaison Officer Pilot for move on from the asylum system, Controlling</p>	<p>The Equalities and communities strategic group will be reinstated</p> <p>A Single Point of Contact (SPOC) will be appointed from the Home Office and Bradford Council will appoint a dedicated officer to act as joint project lead working in collaboration with the SPOC.</p>	<p>Three thematic meetings each year, discussing priorities determined by the 'communities of interest'.</p> <p>A number of bi-lateral meetings will be held involving main partners to establish gaps and practical solutions for change. This work could lead to a series of workshops with the expectation that the Home Office, Bradford Council and partners will</p>	<p>7 'communities of interest' actively engaged in discussions pertinent to their community.</p> <p>Action Plans produced that reflects the needs of 'communities of interest' Project support worker allocated.</p> <p>Set priorities for the pilot, discuss the gaps in service provision, areas for improvements, with a focus on improving</p>	<p>There are 8,415 people on the electoral register in Bradford from Central and Eastern European (CEE) communities (2% of total registrations). 50% of CEE registrations are from the Polish community. Other CEE communities on the electoral register are: Slovakian (1,266, 15%), Latvian (994, 12%), Romanian (597, 7%), Lithuanian (505, 6%), Czech (396, 5%), Hungarian (212, 3%), Bulgarian (112, 1%), Estonian (62, 1%), Croatian (20, 0%) and Slovenian (9, 0%).</p> <p>The wards with the highest number of people from CEE communities on the electoral register are City, Tong, Little Horton and Barkerend. The</p>	<p>Voice and influence provided to communities of interest, giving them confidence to become more involved in the political and community life of the district.</p> <p>Tailored and aligned support provided by agencies to meet the needs of communities of interest.</p> <p>Improved process to access employment and English language opportunities</p> <p>Improved</p>

	<p>objectives of the pilot approach are twofold: a) To enable local authorities to better support the UK Government to achieve its existing commitments to asylum seekers, refugees and resettlement; b) To develop a more holistic, people focussed approach to ensure that those who have a right to be here are able to integrate into society and those who do not are facilitated and supported to leave.</p>	<p>Migration Funded projects, VPRS and VCRS Refugee Employment Advisor, Refugee Social worker and psychotherapy support. The pilot will also take learning others projects undertaken by voluntary and community sector such as Connecting Opportunities programme, STEP programme, Working English project, Refugee Action's Asylum Guide and OISC registered advice capacity project, RETA's 28 day transition project etc</p>	<p>The SPOC will work intensively with Bradford Council officers and other local partners as well as key Home Office staff to draw on knowledge and expertise and explore opportunities to work better together.</p> <p>Whole-system approach to be developed across the range of social policy factors.</p>	<p>jointly agree actions and next steps/recommendations from these workshops.</p>	<p>the successful integration of those being granted protection in the UK in a way that manages impact on the local community.</p>	<p>wards with the highest number of people from CEE communities on the electoral register are City, Tong, Little Horton and Bowling and Barkerend. The LGBT community is another obvious group, but very little data exists about the prevalence of this community. A Government Equalities Office LGB survey carried out in 2016 found that around 2% (just over 1 million) of the UK population identified themselves as lesbian, gay or bisexual. No specific data exists at local authority level. Data on the transgender community is very sparse. Using a survey of gender dysphonia carried out in Scotland in 1998 as a basis, the Gender Identity Research and Education Society estimated that in 2009 there was a prevalence of around 20 per 100,000 people in the UK; i.e. 10,000 people of whom 6,000 have undergone</p>	<p>housing options with increased Registered Providers, adapted properties & Private Sector landlords</p> <p>Increased data sharing between organisations</p> <p>Initial screening and information flow is improved through Primary Care and Secondary Care services.</p> <p>Education & English Language provision is improved</p>
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						<p>transition. Rates are likely to have increased since this study took place.</p> <p>Some asylum seekers are housed and supported here through the Home Office dispersal system. Published Home Office figures show that at the start of October 2017, 781 people were being supported in Bradford while awaiting a decision on their claim [known as Section 95 support]: 751 people were being accommodated, and there were 30 people receiving subsistence-only support i.e. no accommodation.</p>	
<p>2. Provide opportunities for anyone who wants to learn to speak, read and write English so they can fully participate in education, employment or life in Bradford District.</p>	<p>Systems Change- English Language Improve and reconfigure ESOL infrastructure in the District which will lead to a change in the way learner's access information. The work on English Language will largely focus on what information is not known regarding English language needs, and strategies to capture that data. We will do this in the following way;</p> <p>1) A central unit located within the local authority for English Language will be sourced through Migration Yorkshire. This unit would act as a neutral service to assist learners with accessing existing provision (via initial assessment of need and eligibility and partnership work with existing providers). The journey of the English Language learner is crucial.</p>	<p>AEB data indicates that in 16/17, 8% of Bradford's residents with EL needs (based on Census) were engaging in AEB provision. This figure is for one funding stream only, however, it is the main source of funding for ESOL.</p>	<p>Develop mobilisation plan</p> <p>Working group established</p> <p>Sign up to Migration Yorkshire/ English Language Hub</p> <p>Mapping of</p>	<p>Launch Learning in English Bradford</p> <p>A shared assessment tool is agreed across all providers in the District</p> <p>Learners have a learning plan that meets their</p>	<p>English Learning hub is 'live'</p> <p>Better provision provided as access needs are determined through evidence.</p> <p>No of learners who are</p>	<p>There is a need in Bradford to reach out to groups with the lowest levels of English language skills, particularly women.</p> <p>23,966 people within central Bradford and Keighley District cannot speak English well or at all. 6% of females compared to 3.5% males cannot speak well or at all.</p>	<p>Increased confidence to learn English at times that suit them and in particular support employers and routes to employment.</p> <p>Increased proficiency of the English language and are able to</p>

	<p>The working group with support from the unit to map out existing provision and progression and referral routes</p> <p>2) The unit would also be responsible for collecting data on unmet need (including levels, crèche needs, previous education, etc.) and engaging 3 groups of residents with English Language needs, using varied strategies:</p> <p>a) People who want to learn English, but do not know it is available b) People who want to learn English but cannot access it (waiting lists/eligibility), and c) People who do not want to learn English.</p> <p>3) The unit will be appropriately located within the LA, so as not to be seen as partial to any one provider (for example, not in the in-house Adult Learning Service). This will be crucial, as it will act as the gatekeeper to additional EL funding via the programme. The work of the English Language working group includes agreeing one assessment method that is transferable to any provider. Who and at what level the assessment can be made at needs to be agreed.</p> <p>4) The unit could also lead or contribute to partnership meetings with all of the English Language providers and stakeholders such as JCP on strategic issues. The data collected by the unit, if amalgamated with data from providers on engagement, could contribute to a local English Language strategy. A strategy based on actual demand will likely be more effective.</p>	23,966 people with little or no English.	current ESOL provision Referral pathways and progression routes are identified	needs.	able to access quality and accessible provision No of people feel confident to learn English No of people who increase their proficiency of English	In Manningham ward, for example, some 15% of the population aged over three did not speak English well or at all.	access services, engage in life in the district and access the labour market. English Language strategy is written
	<p><u>VFM- Controlling Migration Fund</u> This programme of activities has been trialled in our Controlling Migration Fund and will be scaled up to benefit more people and partner organisations if we are successful in the new round funding. If successful, we will provide and scale up a range of activities and training to help new communities settle into the district. Sessions involve;</p>	Although City and Little Horton wards experienced the largest population increases, the population was dispersed more		No of booklets in key languages, for example 10,000 hard copies Web resource	No of organisations participating No of people attending the courses	The White population in the District has been falling steadily since the 1970s due to the declining birth-rate and a greater number of people moving to other parts	More people feel settled into the district. More people feel they understand how to access

	<p>1) Citizenship/rights and responsibilities workshops 2) Community workshops on</p> <ul style="list-style-type: none"> • Parenting • Law • Education • Health systems • Safeguarding <p>Understanding Bradford courses including</p> <ul style="list-style-type: none"> • basic English • relevant visits • social action projects • crèche • room venue hire • interpreter/translations <p>We will coordinate this work across the district and measure the impact. We will be extending this work to include work with Landlords. We are aware that some possible work may be developed in Bradford through Building Stronger Britain Together. We would need to make sure this project works closely with any other funded work.</p>	<p>widely throughout the District than previous immigrants.</p>		<p>No of videos produced (including translations, using community voices, training)</p>		<p>of the UK than came to live here. The wards with the greatest population increase in the South Asian population between 2001 and 2011 are generally the inner city wards of Keighley Central, Heaton and Bradford Moor.</p> <p>Legislative changes to enable the free flow of people within the European Union led to an increase in the District's Eastern European population from 2,000 in 2001 to 10,100 by 2011.</p> <p>Labour Force Survey Data for 2017 shows that 58% of people came to the UK as a spouse/partner or child of a UK citizen. 22% came for employment.</p> <p>There were 3821 National Insurance No registrations in the year to March 2018. 57% of NINo registrations in Bradford were from the EU compared to 71% for the UK. There have been a total of</p>	<p>services and contribute.</p> <p>More NINO registrations,</p>
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						31,925 NINo registrations from CEE countries since 2002. Of these, 42% were from Poland, 23% from Slovakia, 10% from Latvia and, 9% from Romania and 7% from the Czech Republic. Bradford has more registrations from South Asia compared to the UK as a whole.	
3. Create clear pathways and referral routes to enable people to easily navigate services and the District	<p><u>System, Behaviour and Perception Change- Key to Bradford App</u> Providing a sense of place and 'giving people permission' to engage with one another has become a key learning point from our engagement activity. This also includes navigation of the district. Those who are new to the city or have lived here for a significant amount of time expressed in our engagement work how they lacked confidence to venture further than their neighbourhood. This was particularly prevalent among working class. Lack of positive exposure and new experiences can limit the capacity of people to accept others and be open to engaging with those who are different from themselves. Reasons included;</p> <ul style="list-style-type: none"> • Poor English • New to the city • Not knowing what was available • Not sure where to start <p>We will encourage people to travel and experience life across Bradford district. It will work closely with Bradford's department of Leisure and Tourism. We will develop this as an innovative app (paper copies will be explored). The 'Key to Bradford' will be the integration app which will have;</p> <ul style="list-style-type: none"> • Let's explore Bradford- this will have a 	<p>There are wide variations across the district with 27% of the District's population living in areas classed in the 10% most deprived areas in England and 6% of the population living in areas classed in the 10% least deprived areas in England.</p> <p>People on low income/ or bordering on poverty are less likely to travel outside of their area, be open to new experiences and engage with people they have never met before.</p>	<p>Engage and recruit residents to support design</p> <p>Initiate design process for product</p> <p>Set up process agreed</p>	<p>A number of organisations agree to promote app/and sign up residents</p> <p>Test app/ paper copy is developed for testing</p> <p>Testing beta phase is successful</p> <p>Implementation phase commences</p> <p>Live demos are showcased in centenary square and at Yorkshire Gamers</p>	<p>No of organisations registered to promote to users</p> <p>No of downloads</p> <p>No of paper copies distributed</p> <p>Over 1,000 people engage in celebration events for those who complete</p>	<p>The levels of child poverty in Bradford are unacceptably high, with almost 40,000 (31.8%) of the district's children and young people living in relative poverty as defined by Government.</p> <p>The value of tourism to the district's economy stands at more than £500 million a year, with an estimated 8.6 million day trips within the district. The impact of this is more than 13,500 jobs supported by the tourism and retail sector.</p> <p>A report called "Children and Parents: Media Use and Attitudes Report"</p>	<p>People feel a greater sense of belonging to the district, a better understand the diversity (people and place) People have an opportunity to mix and learn more about different cultures.</p> <p>Perceptions of different communities are improved for people participating.</p> <p>Perceptions about the District is improved for people</p>

	<p>series of challenges which will encourage users to visit places or try a new experience</p> <ul style="list-style-type: none"> • Intercultural Dialogue- this will be a moderated chat facility based on UNESCO’s approach. It will feature our ‘Library of people’ who they can select and directly ask questions. • Link to the English Language hub • Jobs online- a free platform for anyone in our district to promote their jobs • Tell us what you think- we will be able to push out to users a survey that can frequently gauge users responses to the app as well as any learning <p>It will have a number of components;</p> <p>1) The app itself or game will be made by local residents of Bradford from game making clubs. Our engagement process has shown us that the 'on line' gaming space does not define people by gender, ethnicity, race etc. and as such is 'neutral' that builds stronger and more integrated communities across Bradford District. This will also essentially build digital skills in people, leading to interest in this sector. We will be exploring routes for progression for further skill building. Our research tells us that digital skills is a fast-growing sector and will continue to grow across the region.</p> <p>2) Our Project Support Officer will coordinate applications and involve partners such as VCS and Faith in the initial set up to increase downloads or ‘sign up’s. Our communications and marketing will provide a robust campaign across the city. We will link an arcade bench to the 'Big Screen' in Centenary Square inviting the public to participate. This will raise exposure. We will do this on set weekends for three hours at a time. We will use Yorkshire Gamers hosted by the National Media and Science Museum as a way to raise exposure.</p> <p>3) We will explore how we can connect to a ‘coins’</p>					<p>published by Ofcom on 29 November 2017 found that, nationally:</p> <ul style="list-style-type: none"> * Children aged 3-4: 1% have their own smartphone and 21% have their own tablet. 40% play games, for nearly 6 hours per week, 53% go online for nearly 8 hours per week. 0% have a social media profile * Aged 5-7: 5% have their own smartphone and 35% have their own tablet. 66% play games for nearly 7.5 hours per week, 79% go online for nearly 9 hours per week and 3% have a social media profile * Aged 8-11: 39% have their own smartphone and 52% have their own tablet. 81% play games for around 10 hours per week, 94% go online for nearly 13.5 hours per week, 23% have a social media profile * Aged 12-15: 83% have their own smartphone and 55% have their own tablet. 77% play games for around 12 hours per week, 99% go online for nearly 21 hours per week, 74% have a 	<p>participating.</p> <p>People have more confidence to travel outside of their neighbourhood and engage with 'others'.</p> <p>Attitudinal change and greater tolerance of communities across Bradford district.</p>
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	<p>system which rewards users when they 'complete' a challenge. The 'Coin' is currently in Beta stage and is being trailed in Hull. If successful we will explore how 'The Key to Bradford' can be linked to this. This may include vouchers or to subsidise or fund travel and entry fees into events and spaces.</p> <p>4) Use it to baseline perceptions</p> <p>A celebration event will take place where people who have completed the activities of their choice are given an acknowledgement of their participation by a civic leader. Entertainment will be provided by different community groups from across the district. The project will have good links with Believing in Bradford.</p>					social media profile.	
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PRIORITY AREA 2: EDUCATION

PILLAR: GETTING ALONG

More people will have a greater understanding of other people's views and cultures across Bradford District.

OBJECTIVES		TARGET AREAS inc stakeholder considerations	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what's the hypothesis they're testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
4. Influence schools to test new approaches to their	VFM- System change- Sixth Form Colleges We will use this as opportunity to test two new sixth form colleges in the city ward to encourage social mixing of young people living in different part of Bradford. The new facility will open at Douglas Mill off Manchester Road, close to but separate from	The Wards in Bradford where the proportion of BAME pupils is over 90% are generally Bradford	Launch two new sixth form colleges Baseline data on attitudes	Establish learning and distance travelled through surveys	No of students aged 16-18 years will attend each college.	In 'Understanding School Segregation in England 2011-2016 the study set out to assess whether schools are	Improved social mixing between young people Better and

<p>School Admissions Policy</p>	<p>Dixons City Academy. It will replace existing provision at Dixons City and Dixons McMillan Academies, and will also take students from our two 11-16 Academies, Dixons Kings and Dixons Trinity. With several local school-based sixth forms closing or proposed to close, Bradford this year has a shortage of Post 16 places. The second college is New College Bradford which will be a 16-19 sixth form college in Bradford, delivering a curriculum with over 30 A-Levels, a selection of Level 3 BTECs and a Technical Baccaulaureate in engineering and manufacturing technologies. When at its maximum, it is planned that it will contain 1200 students. New College Bradford is scheduled to open in September 2019. Our proposed provision will also go some way to meeting this need. We will be using this as a new approach to learn from. As the Stronger Communities Partnership we will be monitoring progress.</p>	<p>Moor, Manningham, City and Toller. The Wards where the proportion of White British pupils is over 90% are generally Wharf dale, Worth Valley and Ilkley.</p>			<p>No of students baselined on attitudes</p>	<p>segregated by socio-economic status and ethnicity. The study found that in 58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011 where 63% of primary and 89% of secondary schools were segregated. The study compares schools' intake in terms of ethnicity with those of the 10 schools nearest to them.</p>	<p>long term relationships are formed with people different to themselves</p> <p>Better understanding of other people</p> <p>Reduced tensions and rivalry against young people living in different parts of Bradford.</p>
	<p><u>Systems Change- Schools Admissions Policy</u> Following on from this work, we will take learning and evidence to influence schools to work together to test and trial a new School Admissions Policy.</p> <p>The school admissions system is one of the most contentious areas of education policy, and secondary school admissions in particular have become a highly controversial political issue. Parents naturally want their children to go to the best possible school, and the process of choosing and being allocated a place can be extremely stressful. Each year this is reflected in media features about the 'best' schools, and in stories about over-subscribed schools, disappointments, appeals and the various strategies employed by parents to get what they want for their children. The current system is often described as being based on the principle of parental choice. Yet it is a matter of fact that not all parental choices can be satisfied when popular schools are over-subscribed. Parents have preferences rather than choices.</p>		<p>Utilise existing secondary/primary head cluster meetings to agree collection of data and evidence of current affects of existing admissions policy.</p> <p>Identify 1 or 2 secondary schools willing to trial and learn from an adapted school's admissions policy</p>	<p>Agree the new admissions policy to test</p> <p>Baseline data</p> <p>Baseline again in six months</p> <p>Baseline at the end of school year</p>	<p>No of school's test and trial new admissions approach</p> <p>No of children the policy has impacted</p>	<p>58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011.</p>	<p>Changed policy practice in one or more school</p>

	<p>The approach will include exploration of how we can actively monitor the effects of current school's admissions policy on pupil segregation which would provide evidence and data. Using this data and learning from the colleges, we will work with a small selection of secondary schools (possibly 1-2) to test and trail different methods, these could include;</p> <p>1) School catchment areas being redrawn to force a more socially mixed education system</p> <p>2) a review of league tables, selective and semi-selective admissions criteria to make fairer and better mixing of those of affluence and children from poorer backgrounds</p> <p>3) Review "random allocation", method which designates places using a ballot rather than proximity once a school is oversubscribed.</p> <p>4) To explore possibilities of a fair banding system, schools admit pupils from across the whole ability range, can be combined with the use of parental preferences within each band to create a new system of fair choice. This would equally apply to schools with a religious character, which means that religious faith would no longer take strict precedence over all other factors in allocating places to these schools. This would be compatible with schools maintaining their own distinct ethos, religious or otherwise.</p> <p>We will take the evaluation of this work to propose and encourage other schools to adopt a similar model.</p>		Monitor progress of the two sixth form colleges				
5. Increase social contact between people of different background	<p><u>Behaviour and Perception Change- Schools linking</u></p> <p>We will work all primary schools and a selection of secondary schools in Bradford District. Currently this provision is paid by schools but will be offered for free to all schools. It will;</p> <p>1) Develop a positive, cohesive ethos by helping children, young people and adults to explore</p>	Primary offer will be delivered across the District. Particularly focussing on the 58% of schools which are most segregated.	<p>Create mobilisation plan for the first year of delivery</p> <p>Seek to engage 50%</p>	<p>Deliver linking schools to primary schools.</p> <p>Develop a 'parent linking' scheme in 6</p>	<p>134 classes across Year 3, 4 and 5 participate</p> <p>10 secondary</p>	In 'Understanding School Segregation in England 2011-2016 the study set out to assess whether schools are segregated by socio-economic status and	Schools linking is a proven way to help build relationships between children from different

<p>s including school age children providing opportunities for open dialogue and to learn from each other.</p>	<p>identity, celebrate diversity</p> <p>2) Champion equality and promote British Values and community through an expansion of current training, resources and programmes in schools .</p> <p>3) Offer Leadership and staff training to all schools.</p> <p>4) Develop a digital linking platform that will be available to all schools.</p> <p>5) Develop a 'parent linking' scheme in 6 schools.</p> <p>6) Develop a 'home educated' resource pack that will be available to all 'home educated' pupils.</p> <p>7) To link 4 'Special Schools' and 'Maintained Schools'.</p>	<p>Linking schools offered at secondary schools will be invited based on where the proportion of BAME pupils is over 90% in Bradford Moor, Manningham, City and Toller and where the proportion of White British pupils is over 90% in Wharf dale, Worth Valley and Ilkley.</p> <p>138 supplementary schools from a diverse range of backgrounds offer weekend and after school provision. More than 10,000 children attend.</p>	<p>(134 classes) of year 3, 4 and 5 pupils in a linking experience in the first year of the programme.</p> <p>Discuss and agree 10 secondary schools.</p> <p>Leadership and staff training will be offered to all schools.</p> <p>Agree participation of a No of supplementary schools.</p>	<p>schools. Pupils.</p> <p>To link 4 'Special Schools' and 'Maintained Schools'.</p> <p>Develop a digital linking platform that will be available to all schools.</p> <p>Develop a 'home educated' resource pack that will be available to all 'home educated'</p>	<p>schools participate</p> <p>1 digital linking platform developed</p> <p>6 schools involved on a 'parent linking' initiative</p> <p>All home educated pupil parents have access to a resource pack.</p> <p>4 'special school and Maintained Schools linked.</p> <p>20 supplementary schools participate</p>	<p>ethnicity. The study found that in 58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011 where 63% of primary and 89% of secondary schools were segregated. The study compares schools' intake in terms of ethnicity with those of the 10 schools nearest to them.</p> <p>58% of primary schools and 79% of secondary schools in Bradford were classed as ethnically segregated schools; this was a decrease from 2011.</p> <p>138 supplementary schools from a diverse range of backgrounds offer weekend and after school provision but offer no social mixing of groups. More than 10,000 children attend.</p>	<p>backgrounds, developing their skills and breaking down barriers from an early age.</p>
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	<p><u>VFM- Systems, Perception and Behaviour Change- Supplementary Schools</u></p> <p>We will take the learning from the pilot scheme that aims to support places of worship in Bradford and district by conducting an organisational 'health-check' on areas such as: policy, governance, finance, safeguarding, access, and equality. Further support, training and signposting to institutions in order to improve effectiveness and long-term sustainability of places of worship to keep them resilient and safe. This will be provided by Bradford Council. This service is provided for any place of worship that could benefit from a robust health-check with a focus on harder to reach and more isolated communities who could use further support with community cohesion. Quality Framework for Supplementary Schools Bradford Council is working in partnership with National Resource Centre for Supplementary Schools to recognise, celebrate, record and improve the achievements of supplementary schools. Supplementary schools can gain a Quality Framework Award at bronze, silver or gold levels. These levels cover teaching and learning, governance and community engagement. Schools must complete the Bronze level first to demonstrate that they have essential management and safeguarding procedures in place. There is also a Special Distinction Award for schools that are disseminating good practice with other supplementary schools.</p> <p>We are aware that Bradford will be receiving some funding for a coordinator to develop further work in this area. Part of this work will include supplementary schools accessing schools linking opportunities. There will be some linkage to the schools linking work.</p>	<p>138 Supplementary schools in the district with more than 10,000 children attending in the evening and at weekends.</p>	<p>Coordinator is in post</p> <p>Mobilisation plan drafted.</p> <p>Initial scoping of interest.</p>	<p>No of supplementary schools access the QF</p> <p>No of supplementary schools who develop action plans</p> <p>N of supplementary schools have a change in practice</p> <p>No of supplementary schools awarded the stanadard</p>	<p>20 places of worship will be covered in this pilot phase, starting with an emphasis on self-assessment and working with a consultant to guide each organisation through the health-check and follow-up.</p> <p>Quality Framework for Supplementary Schools - 20 Schools per year</p> <p>20 schools will go through a Linking Network</p>	<p>138 Supplementary schools in the district representing Polish, Ukrainian, Chinese, Hindu, Sikh, Kurdish, Syrian, Sudanese, Somalian, Muslim and Christian communities In Bradford more than 10,000 children attend supplementary schools in the evening and at weekends.</p>	<p>This aims to strengthen good inter-faith relations, increase the awareness of the different faith communities in the UK</p> <p>Increase understanding between people of religious and non-religious beliefs.</p>
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PRIORITY AREA 3: SOCIAL MIXING

PILLAR: GETTING INVOLVED

More people from all backgrounds will feel they understand, respect and connect with each other.

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what’s the hypothesis they’re testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		
6. Work with RSL on how housing provision is allocated.	<p>System Change- Residential Segregation</p> <p>We know that segregated communities often breed intolerance and prejudices. We are aware also that school segregation is largely driven by residential segregation across our District. We feel that this is an area that we do not know enough about. We know residential segregation exists, but we don’t fully understand the effects on attitudes and social mixing. Data also suggests within our highly segregated areas there are high levels of mixed race families, which make up 2% of the population in Bradford. This would be interesting to explore. We know some of the reasons for choosing to live in a certain area come from a number of causes and motives. Some of these include;</p> <ul style="list-style-type: none"> • Affordable housing • Social housing stock allocation across the district • Family and social connections • Familiarity of an area <p>Therefore, we propose the following approach; 1) Identify and work with an existing RSL to review their housing allocation process using choice lettings as a basis of good practice. This has been successfully trailed with BHT (Bradford</p>	<p>The most recent data available to look at residential segregation comes from the 2011 Census. New arrivals from abroad tended to settle in Bradford’s city centre where housing was affordable and available. This pattern of settlement has continued. Most new arrivals, whether from South Asia, the EU or through asylum routes have tended to settle in the city centre and its surrounding</p>	<p>Identify RSL to work with</p> <p>Review existing RSL community cohesion practices</p> <p>Carry out evidence review of best practice</p> <p>Commission researcher to explore ‘white flight’ syndrome</p>	<p>Change allocation policy and process in one RSL</p> <p>Agree action plan on how best to tackle segregation, stereotypes and misconceptions across estates</p> <p>Carry out survey</p> <p>Review best practice and agree to implement one or two actions with discussion and decision from partners</p>	<p>Action plan created.</p>	<p>Bradford has the third highest level of residential segregation in England with nearly a third of Council wards having BAME populations of over 50%.</p> <p>There are variations in the patterns of housing tenure between different ethnic groups with BAME communities largely buying.</p> <p>One in nine households in Bradford include people of more than one ethnic group, higher than most other districts in West Yorkshire.</p>	<p>Increased understanding of the impact of segregated communities.</p> <p>Increased understanding of ‘white flight’</p> <p>Possible solutions identified</p>

	<p>Housing Trust), now Incommunities.. We will need to evaluate the affect of this on families and in particular social mixing and integration.</p> <p>2) Review existing community cohesion approaches across RSL estates to reduce tensions, promoting social mixing and integration opportunities.</p> <p>3) We do not understand enough about causes and motives of 'white flight' and why people to choose where they live or why they leave an area and propose a research project to explore this further.</p> <p>4) Baseline attitudes across a highly residential segregated area with an area which is least segregated to compare attitudes to social mixing, integration and of others to understand the impact of integration based on where you live.</p> <p>5) Explore best practice around the world on approaches to tackling residential segregation through our work with Intercultural Cities.</p>	<p>wards, or in Keighley. Wharf dale, Ilkley, Worth Valley, Craven and Baildon wards have the highest proportions White British people. Toller, Manningham, Bradford Moor, City and Little Horton wards have the highest proportions of BAME communities.</p> <p>Registered social housing landlords across the District</p>				<p>Mixed ethnic group has nearly doubled in size since 2001, to 12,799 in 2011, representing 2% of the total population.</p> <p>30,000 properties rented from Registered Providers (RPs) of social housing, representing just fewer than 15% of the total housing stock.</p> <p>Housing rose from 467,100 in 2000 to 531,200 in 2015. The 64,100 rise over 15 years represents a 14% increase. There is projected to be an additional 51,800 increase by 2019.</p>	
<p>7. Increase social mixing across the District, widening exposure and opportunities in building friendships and networks.</p>	<p><u>VFM- Perception Change- Understanding different faiths</u> Our pilot projects on faith have had positive feedback from the community. They have been well-attended. People have said that they have a raised awareness and understanding of other people's religion whilst being able to openly ask questions they have felt they hadn't been able to before.</p> <p>1) We will invest in a series of events that will encourage dialogue between those of different faith groups such as conversation cafes. The cafes will be themed allowing conversations to be more focussed on topics that people really want to know more about. In order to increase</p>	<p>Faith organisations already engaged for example, Church, Mosque, Gurdwara, Temple and Synagogue.</p> <p>Voluntary community organisations</p> <p>Informal groups</p>	<p>Develop a programme of activity for the first year of the programme, demonstrating scaling up of Faith Walks and Iconic Places of Worship Tour</p> <p>Set a plan of delivery that will include number of</p>	<p>A programme of faith walks and iconic places of worship tour produced and delivered</p> <p>Conversation café launched</p>	<p>Sustained engagement of people through the intervention</p> <p>Every month approximately a No of people will attend faith walks,</p> <p>Every year a No of</p>	<p>46% of people in the 2011 census listed their religion as Christian. 25% listed their religion as Muslim. This does not consider practice.</p> <p>The 'Your Views' survey suggests that 50% of respondents in Bradford think that people in their local area get on well together.</p>	<p>More people will understand other faiths better</p> <p>More people in our district will respect each other</p> <p>More people will build friendships with people from different backgrounds</p>

	<p>understanding of professional's knowledge; specific tours and conversations will take place so practitioners and professionals can ensure better engagement with people across the district.</p> <p>2) We will continue to deliver Faith walks on the first Saturday of every month from Leeds Road with the Police. An annual faith walk takes place in Manningham. These are open to anybody in the community, whatever their background or age. Faith Walks are designed to make Places of Worship accessible and are open to anyone with an interest in learning more. Places of worship include Churches, Mosques, Temples, Gudwaras and Synagogues.</p> <p>3) Bradford Iconic Places of Worship delivered once a year but would be scaled up for this project is another example of this work where places of worship welcome people into their spaces. We have a diverse range of places for worship with the oldest Synagogue in Bradford described as the Moorish Gem.</p> <p>4) We will also progress with a Twinning Project between Mosques and Churches, this is a national project run by the Christian & Muslim Forum. This will work closely with work on improving opportunities for those furthest away in the job market.</p>		<p>conversation cafes based on various themes as follow up</p>		<p>people will attend the faith walk in Manningham,</p> <p>Every year a No of people will attend the Iconic Places of Worship,</p>	<p>White British form the largest ethnic group at 67.4%. The proportion of people of Pakistani origin is the highest in the country. Nearly 5,000 Czech and Slovak Roma communities identified, suggest we are one of the highest populations from this group in the UK.</p>	<p>There will be a reduction of hate crime relating to religion such as Hate Crime.</p>
	<p><u>VFM/ MHCLG additional funding to Scale Up- Perception Change- Festivals and Events</u> We are currently trying to establish Bradford as a Festival destination. Bradford and District has a hugely successful programme of activities and events that are organised by a range of organisations, including the Council, third sector, community sector and private organisations. We will involve more residents in the organisation of these. Typical examples of these include: Bradford Festival, Bradford (and Ilkley) Literature Festivals, Women of the World Festival (WOW),</p>	<p>The latest population figures produced by the Office for National Statistics (ONS) on 22 June 2017 show that an estimated 534,300 people live in Bradford District - an increase of 3,100 people</p>	<p>Data compiled on current engagement in festivals and events</p> <p>Engagement of local residents to involve in the design and delivery of</p>	<p>Planning teams review festivals and events. Activities are designed with support from local residents.</p> <p>Festivals and events calendar drafted for the year.</p>	<p>No of people attend an event that they would not typically attend and that is outside of their neighbourhood.</p>		<p>People feel a greater sense of belonging to the district,</p> <p>better understanding of the diversity (people and place) and have an opportunity to mix and learn</p>

	<p>Bingley Music Live, Airedale Agricultural Festival, Keighley Show, Ilkley Gala, theatre etc. This gives people a sense of pride of place and a sense of belonging in the district.</p> <p>1) Using volunteers we will 'buddy' people together who would not normally attend these events to provide new opportunities for social mixing (The Key to Bradford and Believing in Bradford/Catalyst).</p> <p>2) Where gaps exist we will invest in events and programming to extend the 'offer' that is available, making sure that this is better tailored to suit the demographics of the wider district.</p> <p>3) Alongside these events we will continue our work for much more scaled up version of our Great Get Together. The Big Lunch is the UK's annual get together for neighbours. Every year in June since the idea began in 2009; millions of people stop what they're doing and get together with neighbours in a nationwide act of community and friendship. This initiative has been supported by the safer and Stronger partnership Board and fits in with the 'People Can' brand. A Big Lunch or Get Together can be anything from a small gathering in a garden, park or driveway, to a larger party with trestle tables down the middle of your street. The official Big Lunch date in June isn't practical for every community so you can run one at any time you fancy. People from all over the district are invited to come together with friends, neighbours and others they don't yet know to get involved and take part in street parties, picnics, barbeques and bake-off competitions. A annual programme with grants of £200 to enable people to get involved and bring their neighbours together over what can be humble lunches to something very grand. Good examples include more than 400 people gathered in Lund Park for Keighley latest Great Get</p>	<p>(0.6%) since the previous year.</p> <p>The Wards in Bradford where the proportion of BAME pupils is over 90% are generally Bradford Moor, Manningham, City and Toller. The Wards where the proportion of White British pupils is over 90% are generally Wharf dale, Worth Valley and Ilkley.</p> <p>Faith organisations already engaged for example, Church, Mosque, Gurdwara, Temple and Synagogue.</p> <p>Voluntary community organisations</p>	<p>festivals and events. Data capture on attendees agreed</p>	<p>Festivals and events promoted.</p> <p>Get Together funding is open</p> <p>Great Together applications received</p> <p>Great together applications are approved</p> <p>Great together events take place</p> <p>Festivals and events delivered.</p> <p>Impact and evaluation report provided.</p>	<p>No of volunteers supporting those less confident to engage in the life of the District</p> <p>No of new programming (and events) take place that allow people to celebrate and share their culture with 'others'</p> <p>No of community groups supported each year targeting a No of people.</p>		<p>more about different cultures.</p> <p>Perceptions of different communities are improved for people participating.</p> <p>People have more confidence to travel outside of their neighbourhood and engage with 'others'.</p> <p>The Great Get Together provides an opportunity for people to learn about cultures and foods from their neighbours through the well know medium of food bringing people together.</p>
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	<p>Together on Saturday July 8th 2017. The park hosted people from different backgrounds cultures and ages all enjoying the sunshine and taking part in archery, cycling, running , games whilst listening to the sound of reggae. A host of organisations were involved in the planning and delivery including Lund Park Community Group, Community Action Bradford and District, Bradford Council, Church of the Nazarene, Keighley Children's Centres, Roshni Ghar, Bangladeshi Community Association.</p>						
	<p><u>VFM- Perception and Behaviour Change- People Can</u> "People Can" is an open invitation to our communities, neighbourhoods, villages, towns, individuals and organisations that make up the district to work together to do things differently, discover how we can all make a difference to our lives and the places we live in. It is an ambitious initiative that is established as a broader district wide approach that succeeds through collaborating with the Voluntary and Community Sector (VCS), the business community and citizens and not through the Council's work alone. People Can is recognised with in the Council that it cuts across all the Council Plan outcomes, it a district wide approach that is gaining a wider recognition that the approach and ethos can have great transformational potential in shifting the public sectors' relationship with citizens to a one where communities and others work to support each other.</p> <p>1) A timetable of activities is produced for the year with various council depts. and with partner agencies and residents carry out arrange of themed activities throughout the district. Examples of groups of volunteers getting together include the following, Street Angels, Friends of the Deceased - litter picks and maintaining vegetation at Schlemoor cemetery, 'Friends of' groups e.g. Bowling Park and Community Litter</p>	<p>The latest population figures produced by the Office for National Statistics (ONS) on 22 June 2017 show that an estimated 534,300 people live in Bradford District - an increase of 3,100 people (0.6%) since the previous year.</p>	<p>Recruit a People Can coordinator which will take on a more strategic role to widen impact of the People Can initiative</p> <p>Coordinate activities for the year</p>	<p>Gather intel on volunteering data including demographics.</p> <p>Produce activities for the year</p> <p>Capture data</p>	<p>10,000 people are engaged across the district.</p> <p>100 VCS organisations engage in People Can</p> <p>1000 volunteers participate across the District</p>	<p>Over 100,000 people volunteer in Bradford District on an individual basis or in groups. They support around 1,500 community organisations in the district and contribute to their neighbourhoods in diverse ways. In 2017 People Can posts had reached 122,000 residents in the district through Facebook</p>	<p>Community of people finding new ways to work together,</p> <p>Shared approach to solving problems and meeting needs</p> <p>Increased neighbourliness - carrying out small, informal, every day acts of support and kindness for others</p> <p>Increased Community action – creating or being part of a group, activity or event with others to start tackling local issues and needs</p>

	<p>Picks.</p> <p>2) Community Stars Awards- Community Stars was launched as part of a Year of Active Citizens in 2011 and since then the Council, voluntary sector and the Telegraph and Argus have worked closely together to have an annual Community Stars campaign that celebrates what people do within their communities and the People Can Make a Difference campaign will build on this work.</p>						<p>Increased Volunteering</p> <p>Increased use of existing resources</p>
<p>8. Provide safe spaces where difficult conversations can be held, and conflicts can be resolved.</p>	<p><u>Behaviour and Perception Change- Real People Honest Talk</u></p> <p>1) Small Conversations: We will establish 40 sets of conversations across BMDC area with 15 in each group reaching 600 people. 60% of participants will be women and we will avoid community gatekeepers. Discussion will focus on local issues and each group will develop an action plan for their neighbourhood. We will work within local communities to identify potential participants and encourage them to sign-up, as well as organising the events themselves. We will identify local organisations who can act as hubs for each conversation. Real People Honest Talk experienced community conversation leaders will facilitate the conversations using dialogical approach, and over the course of the programme ideas will be captured and shared. Following on from the Small Conversations, communities will be supported in turning their ideas into actions. Following on from the Small Conversations, communities will be supported in turning their ideas into actions through RPHT Near Neighbours grants.</p> <p>2) Big Conversation: We will organise a city-wide celebration event with up to 600 participants. This will include representatives from LA, Police, CCG's and other public bodies as well as local people who have taken part in the small groups. This will provide potential for development of a</p>	<p>The Wards in Bradford where the proportion of BAME pupils is over 90% are generally Bradford Moor, Manningham, City and Toller. The Wards where the proportion of White British pupils is over 90% are generally Wharf dale, Worth Valley and Ilkley.</p> <p>Focus of the programme will be on intergenerational relationships and trust building.</p> <p>The key attribute of the programme is that it brings together people from different faiths and ethnicities.</p>	<p>Agree Project Support Officer to deliver</p> <p>Identify organisations as hubs</p> <p>Recruit conversational leaders</p> <p>Agree RPHT continuation support post this pre-preparation work</p> <p>Local planning stage drawing together key stakeholders.</p> <p>Recruitment of staff and particularly local animators</p> <p>Recruitment of</p>	<p>40 sets of Small group conversations focussed on addressing local needs and raising difficult issues.</p> <p>40 sets of action plans for local mobilisation to foster integration and community capacity building.</p> <p>12 community events aimed at raising the profile of the work and ensuring wider coverage.</p> <p>12 meetings of reference group to identify good practice and learning from the process.</p>	<p>Big conversation gathering with city wide participation including members of small conversation groups, policy makers, representatives from LA, CCG's, police etc.</p> <p>Research report identifying key learning from the programme. Monitoring and evaluation report.</p>	<p>The most recent data available to look at residential segregation comes from the 2011 Census. From the 19th century onwards, new arrivals from abroad tended to settle in Bradford's city centre where housing was affordable and available. This pattern of settlement has continued. Most new arrivals, whether from South Asia, the EU or through asylum routes have tended to settle in the city centre and its surrounding wards, or in Keighley. Wharf dale, Ilkley, Worth Valley, Craven and Baildon wards have the highest proportions White British people. Toller, Manningham, Bradford Moor, City</p>	<p>Numbers of people who have had a positive experience of dialogue across difference.</p> <p>Numbers of people who have had a conversation with a neighbour they did not know from a different faith or ethnicity.</p> <p>Numbers of people having had an honest and open conversation.</p> <p>For participants: Attitude change leading to positive attitude about living in my</p>

	<p>longer-term programme of RPHT events aimed at providing safe spaces through time. Previous events have provided an opportunity to showcase other local work.</p> <p>3) Communications: We will implement a communications strategy to engage local communities and local decision-makers with the Real People, Honest Talk programme. This will include developing digital media platforms as well as, press and TV coverage to share ideas, support 'myth-busting', celebrate successes and publicise project ideas. We will also build links between each of the small conversations so as to provide for an on-going wider conversation.</p> <p>4) Research and Evaluation: We will collect data about changed attitudes and use the opportunity presented by the conversations to build a picture of the key issues of integration as they arise in the lives of local people. We also want to explore the idea of integration guardians (local people who take a special interest in integration) and who have a system wide brief across various aspects of a neighbourhood.</p>	<p>Specific targeting will take place to ensure that each conversation groups is made up of different voices.</p>	<p>local partner organisations about to host conversation groups</p> <p>Evaluation and monitoring process established.</p> <p>Establish reference group of animators, NN staff and key stakeholders to learn and monitor.</p>	<p>Development of a community of practice to promote the programme more widely including academics, practitioners and policy makers (3 meetings during the year)</p>		<p>and Little Horton wards have the highest proportions of BAME communities.</p> <p>The 'Your Views' survey of the West Yorkshire Police and Crime Commissioner suggests that 50% of survey respondents in Bradford think that people in their local area get on well together, compared to 55% for West Yorkshire (the survey has only been running since July 2017 and is too early to be broken down by demographics or neighbourhood).</p>	<p>neighbourhood.</p> <p>Attitude change leading to feeling safe in my neighbourhood</p> <p>Attitude change so that I feel I can influence decision that affect my neighbourhood.</p> <p>Attitude change so that I have a more positive view of diversity.</p> <p>Attitude change so that I can say I trust my neighbours</p> <p>Capacity to talk more honestly and openly about difficult issues with my neighbours from different ethnic and religious backgrounds.</p>
	<p><u>System, Behaviour and Perception Change-Street Life</u></p> <p>As an exemplar model, we will aim to engage and recruit grassroots organisations, faith groups and community activists. We will work across three wards Keighley, Little Horton and Eccleshill to set up a social action group in each target area with</p>	<p>Concentrating on Keighley West – (BD22) Bracken Bank which is ranked between the lowest 10-20% LSOA across</p>	<p>Community engagement carried out in wards and people registered to participate in</p>	<p>Delivery of community development and resilience training</p> <p>Groups</p>	<p>1 social action group per area in Keighley, Little Horton and</p>	<p>Desire to/ or history of an asset-based approach to community development</p> <p>Anti-social behaviour</p>	<p>Participants feel that their contribution to their community is valued</p> <p>Participants</p>

	<p>the specific aim of developing safe shared communal spaces (indoors/ outdoors). We will be using a range of action learning and appreciative enquiry techniques. We will support communities to set up their group – including constituting the group to enable them to self-sustain.</p> <p>Through our work we have become aware of the lack of shared space where social exchange & debate can take place; instead shared spaces that remain act as mediators of social exclusion. Struggles over limited resources can result in hostility & further division between indigenous white/ BAME and new communities. Community shared spaces are becoming scarcer; many of those that remain come from single ethnic groups and tend to be purposed to accommodate very narrow sections of our communities. We are seeing less integration, cooperation & shared leisure time. Further, the attributes of integration, membership, influence, fulfilment of needs & shared emotional connections, necessary to a sustainable community, are disappearing. Resident feedback supports our findings and heightens our concerns around present state of shared communal spaces. Support asset transfer to create a safe space (where this was appropriate/ desired)</p> <ul style="list-style-type: none"> • Provide Community Development Training to help participants understand the dynamics of communities • Equip and empower residents to lead social action • We will work with each group to develop shared spaces where local people can: • Engage in new debates around integration • Develop new understanding of community and neighbourliness – including social networks to reduce isolation/ loneliness • Build relationship with others of difference • Challenge disruptive community influences 	<p>main domains. Ward Profile 2017: 92% white British, 4.5% Muslim, 22% of population under 16/ 61% are between 16-64/ 17% over 64. Little Horton– (BD5) West Bowling area ranked lowest 10-30% across all LSOA domains. Ward Profile 2017: 48.5% Pakistani, 28.8% White British, Mix of other ethnicities 33.2% of the population is aged under 16 and 60.2% is aged between 16 and 64/ approx. 7% over 64.</p> <p>Eccleshill – (BD10) Ravenscliffe area ranked lowest 10-30% across most LSOA domains. Ward Profile 2017 87.2% White British, 7% Muslim, 26% of the population is aged under 16 and 60.8% is aged between 16</p>	<p>the programme</p> <p>Spaces identified across the District</p>	<p>constituted if wanted</p>	<p>Eccleshill. 10-12 (30-36 altogether) community residents to deliver and lead gaining volunteering experience</p> <p>30-36 residents attend training</p> <p>30-50 people participating in the social action project either through consultation or involvement in delivery.</p> <p>Increase of spaces being utilised by mixture of groups.</p>	<p>identified as issue on ward plans</p> <p>Higher levels of NEET in the target wards – could impact on levels of crime/ integration</p> <p>High levels of movement of ethnic groups leaving monoethnic communities (Keighley West/ Little Horton)</p>	<p>state they feel their culture is respected and that difference is respected</p> <p>People will begin to feel more independent and will have created better connections with those who live in the area.</p> <p>People will be able to identify with spaces that they feel are welcoming and for 'everyone'.</p>
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	<ul style="list-style-type: none"> • Host cross cultural community celebration 	<p>and 64.13.4% over 64.</p>					
	<p><u>VFM- Behaviour and Perception Change- Believing in Bradford/ Catalyst</u> Using the models of 'Believing in Bradford and Catalyst we will support 600 young people (between the age of 16 -26) through a four day residential to improve their knowledge of the district and 'the other', develop confidence and commitment to act as positive role models, to commit to engage in a tailored programme of activity over the next 12 months. The programme will emphasise the importance of religious and ethnic diversity in our city and encourages its young people to be understanding and supportive to people of all backgrounds. The programme will run over five years with 32 individual's residential (max 20 people on each). It will cover;</p> <ol style="list-style-type: none"> 1) Develop the confidence and commitment to act as agents of positive change 2) Develop a positive identity for living in a multi-faith, multi-ethnic Bradford 3) Develop creative leaders to act as role models in local communities 4) Develop the skills and experience to play their part in building a strong civil society and enhance their employability. <p>Consideration will be given to areas such as engagement of South Asian women on residential through pre-engagement and direct work with parents etc. and some 'women only' sessions. This project will be a 'Big Lottery' application and 'cost neutral to the 'Integration Programme' Project lead would be 'Well Springs'.</p>	<p>Consideration will be given to areas such as engagement of South Asian women on residential through pre-engagement and direct work with parents etc. and some 'women only' sessions.</p> <p>600 Young people across Bradford</p>	<p>Application is approved by Reaching Communities</p> <p>Mobilisation plan is drafted and agreed</p>	<p>Recruitment of 120 young people</p> <p>Women are pre-engaged</p> <p>6 residential will run in the first year</p>	<p>32 residential where people from different backgrounds mix and develop leadership skills</p> <p>600 people (age 16 - 26) from across the district participate in leadership development programme. 600 positive role models 600 active citizens engaged in a 12- month programme of social action that changes behaviour, attitude and opinion across district.</p>	<p>Raising aspiration and building potential future leaders amongst the districts young people has come out of the consultation as a leading priority. 194,200 (36.3%) of the District's population is aged under 26. 73,900 (13.8%) of the District's population is aged between 16 and 26. 51% male and 49% female. Wharfedale ward has the lowest percentage of this age group (8.9%) followed by Ilkley (9.3%) and Baildon (9.5%). At the other end of the scale: City has the highest percentage (30.7%) followed by Manningham (18.2%) and Toller (17.3%). The 2011 Census provides data by ethnic origin and broad age groups. 57.9% of the 16-29 age group is White, 26.3% is of Pakistani origin, 3.5% is of Mixed origin and 3% is of Indian origin. Raising aspiration and</p>	<p>16-26 year olds learn to trust and respect and form friendships with people from different backgrounds to themselves</p> <p>Behaviour change, attitude and opinion district</p>

						building potential future leaders amongst the districts young people has come out of the consultation as a leading priority.	
	<p><u>Behaviour and Perception Change- Young People Building Bridges</u> Deliver a targeted programme of cultural awareness sessions for young people enabling them to build bridges across boundaries and areas they wouldn't normally go or interact with. This has been particularly highlighted as an idea from our community engagement activities, describing this as 'Welcome to the Hood'. This would be vehicle to engineer some of those community dialogues and address residential segregation. The programme will include;</p> <p>1) working with specifically with young people aged 13-25 living within two awards in Bradford</p> <p>2) Residential trips to develop leadership skills, team building opportunities and to provide safe space for open dialogue and conflict resolution</p> <p>3) Young people engage in a social action project which may range from older people, homeless or with those with disabilities</p> <p>4) The programme will be enhanced with a cultural element, from appreciation and exposure of arts to religious/cultural places of significance and importance.</p> <p>5) Connection to the Opportunity Area and use of Youth Ambassadors</p> <p>The young people will write about their experiences and share them with other people.</p>	<p>More than one quarter (29%) is aged under 20.</p> <p>48% of 0-14 year olds are BAME.</p>	<p>Mobilisation plan is written</p> <p>Recruitment of young people</p> <p>Mobilisation plan agreed.</p>	<p>2 residential will be delivered</p> <p>50 young people engaged</p> <p>Social action project is delivered</p> <p>Youth ambassadors utilised from the Opportunity area.</p> <p>Reflections by young people are written</p>	<p>Engaging with 4000 young people aged from 13 - 25</p> <p>2 residential per constituency for 50 young people</p> <p>25 Challenge Days - 5 per constituency. Social Action Projects in the area</p> <p>Activity Days - leadership skills and team building.</p> <p>Visits to faith and cultural places</p>	<p>More than one quarter (29%) is aged under 20 and nearly seven in ten people are aged under 50. Younger age groups are more ethnically diverse. Only 10% of the population over 65 years old are BAME, in contrast to 48% of 0-14 year olds.</p>	<p>Breaking down barriers between communities</p> <p>1000 active volunteers</p> <p>Decreasing tension and hate crime.</p> <p>Building Community resilience.</p> <p>Building confidence and integration</p>

					across the region with other authorities.		
9. Improve coordination between partners and services so people have a fair chance.	<p><u>System Change- Roma</u></p> <p>We will develop a strategy and delivery plan that crosses the four large public sector institutions (Council, Health, Police, Fire & Rescue Service). Bringing in specialist external support to work alongside VCS groups that support Roma communities. A strategy will be developed that reflects the local priorities and need. Where necessary VCS workers will have 'back fill' provided to enable a thorough and robust engagement process with the Roma community. We will invest where needed training and travel to support the tailoring of services to meet the needs of Roma community better. We will engage with providers such as Bradford College to develop language courses in more European Languages. Individual delivery plans will be produced for Council, Health, Police and Fire & Rescue Service, monitored through the Stronger Communities Partnership and the Health and Wellbeing Board. This project will create tailored and more localised projects targeting this community.</p>	<p>JCP/DWP Other programmes i.e CLLD Employability partners Partners i.e Health, Police, Housing, Education public sector LGBT Women New migrants Refugees and asylum seekers Roma community</p>	<p>Establish working group led by the Stronger Communities team</p>	<p>Clear purpose and actions are agreed.</p>	<p>Three thematic meetings each year, discussing priorities determined by the 'communities of interest'.</p> <p>7 'communities of interest' actively engaged in discussions pertinent to their community.</p> <p>Action Plans produced that reflect the needs of 'communities of interest' Project support worker allocated.</p>	<p>Some of the smaller communities of interest have not become established to an extent that they have 'voice and influence' through conventional processes e.g. political or community leadership. There are 8,415 people on the electoral register in Bradford from Central and Eastern European (CEE) communities (2% of total registrations). 50% of CEE registrations are from the Polish community. Other CEE communities on the electoral register are: Slovakian (1,266, 15%), Latvian (994, 12%), Romanian (597, 7%), Lithuanian (505, 6%), Czech (396, 5%), Hungarian (212, 3%), Bulgarian (112, 1%), Estonian (62, 1%), Croatian (20, 0%) and Slovenian (9, 0%). The wards with the highest number of people from CEE</p>	<p>Voice and influence provided to communities of interest, giving them confidence to become more involved in the political and community life of the district.</p> <p>Tailored and aligned support provided by agencies to meet the needs of communities of interest.</p>

						<p>communities on the electoral register are City, Tong, Little Horton and Bowling and Barkerend. The wards with the highest number of people from CEE communities on the electoral register are City, Tong, Little Horton and Bowling and Barkerend. The LGBT community is another obvious group, but very little data exists about the prevalence of this community.</p>	
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PRIORITY AREA 4: PERCEPTIONS OF THE OTHER

PILLAR: FEELING SAFE

More people will say they feel satisfied with their neighbourhood and feel safer across our District.

OBJECTIVES	ACTIVITY <i>What will they do? (including system / behavioural changes)</i>	TARGET AREAS inc stakeholder considerations <i>Based on a considered segmentation strategy (e.g. geography, demographics)</i>	MILESTONES (specific, measurable, and link back to how it will contribute towards achieving the longer term outcomes)			EVIDENCE BASE inc gaps / rationale <i>Why this has been identified as a priority objective – what’s the hypothesis they’re testing?</i>	Outcome Measures
			2018/19 <i>Set up measures / ways of working etc</i>	2019/20 <i>Initial output measures inc early wins</i>	2020/21 <i>Output measures</i>		

<p>10. Reduce negative views and stereotypes that some of the Districts residents hold about people who are different from themselves.</p>	<p><u>Perception and Behaviour Change- Nuisance and Dangerous Driving</u> The effects of dangerous and nuisance driving on roads is much wider than just those who are directly affected. This adds tensions and stereotyping between different communities resulting in people being divisive. We will do this in two ways;</p> <p>1) We propose to increase our own understanding of young people leasing vehicles and driving dangerously. The research will be used to provide evidence between this and local perceptions of young people and certain communities.</p> <p>2) We will broaden the scope of Operation Steerside to be a multi-agency response to tackle not only road safety but also concerns regarding anti-social driving and the general perception of driving in the District.</p> <p>a) To work with partners from the Local councils, WYFRS and YAS to provide a rolling programme of road safety education resources available for all school ages. To work with schools and educational establishments to undertake multi agency parking and speeding initiatives across the District utilising pupils to promote education, rather than punishment for incidents and parking issues. Ensure a problem solving approach is taken to repeat offenses. Demand locations identified as having persistent issues with anti-social driving, whether public or private to look to design out the issues.</p> <p>b) We will identify young people involved in anti-social use of motor vehicles as a full family approach utilising Families First scheme to ensure behaviours are addressed and effective interventions. Commitment to work with Third Sector Organisations and Youth Services to target and provide positive role models for youths identified as vulnerable for anti-social</p>	<p>City ward has the highest number of road related offence incidents and there are particular 'hotspots' around Great Horton Road, Manchester Road, Ingleby Road, Nelson Street and Thornton Road.</p> <p>Majority of nuisance and dangerous driving have been young people – sometimes resulting in pursue and death.</p>	<p>Design brief written</p> <p>Researcher commissioned</p> <p>Road safety education rolled out to schools</p> <p>Engage with Families First</p> <p>Work in partnership to obtain a District wide PSPO for anti-social use of motor vehicles.</p> <p>Promote Operation Steerside through media and social media</p>	<p>PSPO obtained</p> <p>Road safety delivered in schools</p> <p>Obtain further funding for the continuation of work</p> <p>Utilise Youth Ambassadors from Opportunity area programme</p>	<p>Deliver 50 joint educational inputs in primary and secondary schools.</p> <p>Targeted early intervention work with young people identified at risk.</p> <p>Deliver 75 school parking multi days of action.</p> <p>Undertake 75 Operation Steerside multi days of action.</p>	<p>Whilst the number of nuisance car/van incidents has remained stable the number of police recorded road related offence incidents have increased by 23% when comparing the year to 31 March 2018 with the previous year. When looking at the data by incident time there is a peak in incidents around 3pm in the afternoon.</p> <p>The 'Your Views' perception survey was launched by the Office of the Police and Crime Commissioner in June 2017. This survey provides data on a range of</p>	<p>Increase number of reported incidents of ASB/Nuisance driving.</p> <p>Increase % confidence - Your Views Survey.</p> <p>As confidence increases this will have an impact on the number of incidents reported.</p> <p>Increase the number of prosecutions.</p> <p>Obtain a District Public Space Protection Order (PSPO) for ASB/Nuisance driving</p> <p>Reduce number of KSI collisions.</p>
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	<p>use of vehicles.</p> <p>c) Work in partnership to obtain a District wide PSPO for anti-social use of motor vehicles. This will show commitment of the District to tackle the issue and provide a combined partnership enforcement power. Identify opportunities to come and talk to the public about the operation to offer advice, raise awareness and provide materials.</p> <p>d) Promote the Operation through regular Media releases providing clear up dates on activity undertaken to raise awareness of partnership commitment to reduce effect.</p> <p>e) Identify resourcing requirements and where required submit funding applications to support our activity.</p> <p>Steerside Strategic Management Group will develop a clear delivery plan with relevant and tangible actions for each partner, which collectively seek to address the issues, priorities and concerns across the District. Members will be in a position of influence and have decision making responsibilities concerning resources and budgets. Together they will look to pool resources, commit finance, and identify opportunities and work together to remove the perceptions of antisocial vehicle use across the District.</p>					<p>measures of public confidence and community safety at a local level in West Yorkshire. The survey has now been responded to by over 2,800 respondents from across Bradford District. Respondents were asked what key community safety issue concerned them the most in their local area and 18% of respondents in Bradford said bad driving (speeding). A further 9% said road safety (parking) and 8% said road safety in general.</p>	
11. Equip people with the	<p><u>Perception and Behaviour Change- Hate Crime</u></p> <p>We will use this programme to test a number of interventions outlined in the Hate Crime</p>	Following on consultations and data -groups	Produce promotional material	Deliver training to staff/organisations	Work with schools and the wider community such as	Overall, reported Hate Crimes in	Raising awareness of hate crime

<p>skills to resolve conflict</p>	<p>Strategy. It will kick-start a programme of work, providing data and evidence on what works so the interventions we trial can be built on later through other sources of funding.</p> <p>Whilst developing the Hate Crime Strategy we carried out a number of consultations with people from the protected characteristic groups. Each group was given the opportunity to explore the hate crime strategy and objectives from previous years and asked to comment on what they would like to see in the 2017-20 strategy. Many of the objectives were shared between groups with some very clear overlap and others were specific to that protected characteristic group. The following have been highlighted as key areas of work;</p> <p>1) Promotion of hate crime strategy - production of videos, vlogs, social media campaigns, to include positive voices which will develop volunteers and organisations to promote good stories to counter and challenge harmful narratives.</p> <p>2) Work with third sector organisations to support refugees and asylum seekers and EEU communities against hate crime. In particular where possible we see opportunities to connect individuals through to Real People, Honest Talk initiatives.</p> <p>3) Tackle Islamophobia with training resource and campaign</p> <p>4) Greater collaboration - identify key areas to support such as housing providers, employers and community hubs with campaign resources and staff support.</p> <p>5) Develop initiatives such as restorative justice which allows perpetrators to face victims in a</p>	<p>most marginalised and likely to be victimised/ targeted. For example migrants, LGBT and Muslims.</p>	<p>Identify groups and organisations requiring support and training</p> <p>Liaise with other interventions across the programme</p> <p>Design restorative justice system</p>	<p>Disseminate material and publicise widely</p> <p>Test and learn from restorative justice in practice / evaluate and share learning</p>	<p>VCS, Faith Organisations and clubs to offer a programme of speakers and resources to educate against hate crime in all it's protected characteristics. Offered to all organisations, groups and clubs across the district. 40 sessions per year with 2500 children. To include a hate crime conference for teachers, professionals and workers. Promotion of hate crime strategy - production of videos, vlogs, social media campaigns, to include positive voices which will develop volunteers and organisations to promote good stories to counter and challenge harmful narratives.</p> <p>Work with third sector organisations to support refugees and asylum seekers and EEU</p>	<p>2017 stood at 1,579 compared to 1,238 reported in 2016, this being an increase of 28%. 76% of hate crimes in Bradford in 2018 were racially motivated. 58.7% of victims of hate incidents in 2017 were Male and the age group with the highest proportion of victims was the 30-39 group with 25% of victims. Unfortunately ethnicity data was missing for a large proportion of victims (45%), therefore analysis by ethnicity isn't reliable. 67% of suspects of hate incidents in 2017 were</p>	<p>and hate incidents</p> <p>*Improve responses to victims of hate crime and support</p> <p>*Concerns about the impact of Brexit on EEU communities and Islamophobia, especially the effect on women and girls</p> <p>* hate directed at refugees and asylum seekers</p> <p>Responding to hate in our communities</p> <p>We aim to reduce the number of hate crime incidents. We will focus on a number of settings that have emerged as high risk environments for hate crime, including public transport, the night-time economy</p>
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	<p>safe environment to learn the impact their actions have on others.</p> <p>6) Work with Muslim Women’s Council on the launch of the Muslim Women Help Line</p>				<p>communities against hate crime. Tackle Islamophobia with training resource and campaign</p> <p>Greater collaboration - identify key areas to support such as housing providers, employers and community hubs with campaign resources and staff support. Also supporting initiatives such as restorative justice which allows perpetrators to face victims in a safe environment to learn the impact their actions have on others.</p>	<p>Male. The age group with the highest proportion of suspects was the Under 16 age group with 28%. Research has shown that hate crimes cause victims greater distress than similar crimes without the same motivation. We will work to ensure victims are provided with timely, appropriate and effective support, including restorative solutions.</p>	<p>and the internet. Increasing the reporting of hate crime We will continue to work to make it easier for those affected to report incidents of hate crime including through third party reporting centres. To give victims the confidence that their complaints will be taken seriously, we will work with the police and Crown Prosecution Service to publicise successes in prosecuting hate crime. Improving support for the victims of hate crime</p>
12. Facilitate activities	<p><u>Behaviour and Perception Change- Pride in Place</u> Litter came up repeatedly as a major area of</p>	50% of all streets failing on litter in Bradford over	Commission researcher	On site recycling Running of a bulk	80% recycling rate compared to 10% in some	Data for the last 7 years shows a	Residents and businesses educated to

<p>through the Safer Communities Partnership</p>	<p>concern across our engagement activities. People expressed how much litter impacted on their own perceptions of where they live including what they thought about their neighbourhood and the District. Whilst we appreciate that the long term benefits of interventions against litter might not be immediate we believe it may demonstrate a sense of pride in place. We propose to;</p> <p>a) Evaluate and carry out research on perceptions of area pertaining to litter and people’s sense of personal responsibility. We will use to compare against wards or areas which are clean and tidy to see whether there is any correlation between perceptions of place to receptiveness to integration.</p> <p>b) Target 6 wards with up to 500 properties in 3 different constituencies to run a pilot which will involve trialing different approaches to improve the appearance of the area. This will involve the following:</p> <ol style="list-style-type: none"> 1. Co-ordination of work to improve recycling linked to an on site presence (washing out and reuse of contaminated bins, issuing of new recycling bins, numbering of bins) and regular monitoring and events and other community engagement activities, 2. Running a mobile bulk refuse service that collects from the area on the same day every week, or as required, to make it easier for residents to responsibly dispose of waste from their gardens (residents would be charged in the same way as for the current service), 3. Training for Council Wardens on recycling, 4. Work with landlords and letting agents including education and the development of information packs and taking enforcement action against the landlords for waste in gardens and lack of green bins, 5. Council Wardens will pilot the use of software that allows them to issue CPWs on site, making 	<p>seven years have come from the same 6 wards: Bradford Moor, Manningham, Little Horton, Toller, Bowling and Barkerend and City.</p> <p>Regular reports through various engagement events and ward councillors of complaints and tension in neighbourhoods, due to feelings from some residents that more recently-arrived residents are creating issues in the neighbourhood as they are not taking responsibility for their waste.</p>	<p>Baseline data</p> <p>Identify 3 areas and 500 properties</p> <p>Training delivered for council wardens on recycling</p> <p>Pilot of new systems for Council Wardens</p>	<p>refuse service</p> <p>More landlords with waste in gardens are dealt with action</p> <p>Recruitment of street champions</p> <p>Civic pride event delivered</p>	<p>neighbourhoods currently.</p> <p>Reduction in the No of contaminated bins (would survey at the beginning and end of the pilot).</p> <p>50% reduction in service requests/complaints about rubbish in gardens.</p> <p>20% reduction in the number of streets failing to reach and acceptable level on litter.</p> <p>30% reduction in reports of fly tipping.</p> <p>90% of green and grey bins will be numbered and at the correct properties</p> <p>At least 5 street champions will be in place in each of he 6 wards.</p>	<p>correlation between the number of hours of manual resources deployed by ward, the length of highway, deprivation, population and number of fails awarded on litter.</p> <p>Over the years these same six wards were subject to large amounts of extra attention under various schemes such as Keep It Clean (KIC), Go Girdlington, Trident, Regen 2000, ENF task Force or the LSA funding for achieving stretch targets on cleanliness.</p> <p>High number of streets</p>	<p>dispose of their litter and waste properly.</p> <p>Cleaner streets and tidier gardens</p> <p>Residents get along better</p>
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	<p>it quicker and easier to take low level enforcement action and show residents that we're serious about dealing with the issues,</p> <p>6. Engagement of street champions linked to Council Wardens and</p> <p>7. Civic pride event with awards in each neighbourhood possibly linked to a garden competition.</p>					<p>failing to achieve an acceptable standard in terms of litter according to NI195 assessments.</p> <p>High incidence of fly tipping as recorded on fly capture.</p> <p>Complaints about rubbish in gardens reported to the contact centre.</p>	
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It's Your Place - Tell Us What You Think!

Bradford Integration Engagement Report Findings

To inform the Stronger Communities Strategy for Bradford District

Prepared by: The Social Kinetic
For: Bradford Council and The Partnership
14th August 2018

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Executive Summary

This engagement project used a mix of research methodologies to engage the public over three 'Tell Us What You Think' community research days in three locations (Bradford City, Keighley and Shipley) in July 2018. The approach was designed around tight deadlines and we had 4 weeks to deliver including the design and recruitment of participants. We chose a mix of methodologies to give everyone easy ways to engage that worked for them.

We were greeted with huge enthusiasm by communities who were keen to share their views and had lots to say. We engaged more than 630 individuals, of which 400+ spoke with researchers at length, often for an hour or more. The project was delivered in partnership with SK, The Safer Stronger Communities Partnership, The Partnership and youth volunteers who contributed significantly to its success.

For more detail please see the:

Bradford Integration
Engagement Report Findings
– Key Headlines

and/or

Bradford Integration
Engagement Report Findings
– Full report

Mixed methodologies included:

1. **Idea boards** for facilitated and non-facilitated feedback/shortlisting
2. **Focus groups**
3. **Open ended boards** to explore broader views on integration
4. **Online surveys** (taken out into the community)
5. **Vox Pops**
6. **One-to-one** recorded interviews

Purpose

The purpose of the project was to test a list of seven ideas and initiatives on behalf of The Partnership and identify a shortlist which local 'communities' believe will work. In addition to that SK set to find out what other ideas and recommendations local communities have.

The objectives

- To understand what good integration looks like for communities
- To include a shortlist of those ideas/initiatives which have the most support and could potentially deliver the widest or biggest benefit as part of a Stronger Communities Strategy for Bradford, to be submitted to MHCLG at the end of August 2018.
- To ensure that despite the short time frames, a representative cross section of the communities within the district were meaningfully engaged and involved.

What people asked for:

There were clear themes in the things people asked for:

Safe, crime free and clean environments. Connection, relationships and understanding. Hope, aspiration and joy. Status, recognition and belonging for Bradford. No segregation, more mixing and help with where to start in life and to make a difference. Good quality jobs, more for young people, help and support (life coaching and mentoring). Diversity in local leadership across all services, better services, empowerment, and for communities and individuals to take ownership of the problems.

The key ingredients

In the public's view there are 5 key ingredients of a happier, stronger Bradford district:

1. Safe
2. Proud to be part of
3. Optimistic
4. Connected and respected
5. Equal

Note: This project was commissioned by Bradford and District Metropolitan Council to support The Partnership. A democratic body made up of community leaders across the district.



“People were really keen to share their responses and feedback: lots of time, effort and love was received by us”



The overview of what we did. Four stage approach:



1. AGREEING THE PURPOSE AND LONGLIST

A) Literature review and data from a British Future Report informed the approach and content.

Purpose and longlist of ideas

B) SK worked with the Council to agree: project purpose and a longlist of ideas and issues to test with the public.

C) The research methodology and draft narrative was agreed.



2. SHORTLISTING OF IDEAS

A) SK met Council staff/stakeholders- individually and collectively to understand local issues.

B) Developed a set of Guiding Principles with stakeholders including Bishop Toby Howarth to support shortlisting.

C) Shortlisted ideas for research and testing with the Steering Group.



3. COMMUNITY RESEARCH AND ENGAGEMENT

3x community research days in: Bradford City Centre, Keighley and Shipley

Mixed methodologies included:

1. **Idea boards** for facilitated and non-facilitated feedback/shortlisting
2. **Focus groups**
3. Open ended boards to explore broader views on integration
4. **Online surveys** (taken out into the community)
5. **Vox Pops**
6. **One-to-one** recorded interviews



4. ANALYSIS AND SHARING THE FINDINGS

1. **Open ended feedback to establish 'criteria'** (what was important to the public) to measure ideas and wider feedback.
2. **Analyse feedback on ideas, shortlisting and new ideas** – measured against 'criteria' informed by research.
3. Mapped by idea and audience.
4. Presented the findings.
5. Made recommendations.

The 7 shortlisted ideas for testing

The 7 ideas for testing with the public. They were shortlisted and agreed by The Partnership.



Employment Opportunities: Finding ways around things that might stop people applying for or getting jobs, so everyone has the chance to find work and do well at work



English Language and Life: Giving everyone the chance to learn English and adapt to day to day life in the district



Hope for the Future: Helping people feel they have a future in the district so they feel good about living here



Building Respect and Friendships: Between people of all ages, ethnicities, genders and faiths



Dealing With Hate Crime and Intolerance: and the things that make people afraid of or angry with each other



Sharing Spaces and Places: Creating spaces where everyone from the local area can mix-work, play and socialise together



Linking Up Schools: Helping young people to mix with other young people who have different backgrounds to them

Some of the big things people were asking for unprompted.

Safe, crime free and clean environment

- A chance to live without fear and violence
- Retain green spaces

Connection, relationships and understanding

- The chance to build deep, human connections genuine, authentic and in a safe way
- Shared purpose and goals
- Opportunities for people to come together
- More cultural awareness

Hope, aspiration and joy

Good News

Better media coverage
Positive stories

Status, recognition and belonging for Bradford

No segregation more mixing

“Where do I start...”

Good quality jobs

Opportunities for all

More for young people

Spaces, places, opportunities and things to do

Help and support

Life coaching and mentoring

Diversity in local leadership

Better services

Empowerment

To be heard and to influence

Responsibility

For communities and individuals to 'reflect' and own problems

Ranking

It became clear that it was not simply a case of ranking the 7 ideas. Addressing employment and economic regeneration alongside 'hope for the future' was the vision for the future. Addressing 'hate crime/crime and intolerance' was something the public wanted to address and leave behind. Schools linking, shared spaces and places, respect and friendships and English language were seen as stepping stones to building understanding and connection and a future with Hope.

What I want to avoid?



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Hate Crime

Chaos, dirt, violence, fear, insecurity, anxiety, inequality in society

What are the stepping stones?



School linking/mixing at a young age



Shared spaces and respect and friendships



English language and life



Building understanding and connection

What would an ideal integrated society look like?



Employment and regeneration of Bradford



Hope for the future
Pride for the area

- **Connected**
- **Valuable**
- **Equal**
- **Agency**

Summary of findings

The following summarises the responses to the ideas. More detail, including the ideas and recommendations are in the the full report.

Employment

This was viewed as the number one priority, particularly for young people. Everything flows from having properly paid jobs with good and equal opportunities to progress. Employers say they have a lot of jobs available – they need the right people with the right skills and most importantly right attitude to fill them and help them prosper.

Employment was seen as the route out of poverty and the key to regenerating Bradford, giving individuals and their loved ones security and a future. The ask is for: aspiration, education, help to find, get and keep jobs and to progress/do well at work.

Hope

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Like employment, there was a view that where there is hope, everything else will flow. People want hope, joy, aspiration and opportunity. Bradford, feels left behind and without hope. With hope comes belief in the potential and momentum for change. Hope will help people feel: inspired to try, optimistic, good about staying and building their future locally.

The 4 corner stones of hope are: **1.** Employment and a thriving economy **2.** Education with great schools where children mix and connect **3.** A crime free and well kept environment, homes and thriving town centres and **4.** Pride in Bradford.

“

If I'm OK and not fighting for survival. If I have a job and a future then I will be more open to others...

”

Dealing with Hate Crime and Intolerance

Everywhere we went people talked about the need to clean up the streets and address crime in all forms. They saw it as fundamental to building the foundations of hope and a successful future for the district. They talked about their experience of general, lawlessness, street crime, drugs, robbery, bullying and shoplifting which went unchecked. Hate crime and racism was experienced by many different people. People felt unsafe and insecure and talked about the absence of action and police not responding.

It makes them fearful and insecure. The view was that you cannot build a future where hate and crime exist. Worryingly it was becoming normal to talk about child grooming and modern slavery. There was recognition that young people didn't have a enough to do or a future to aspire to which was leading them into crime.

The overwhelming majority wanted to help and see it change, to build relationships, understanding and peace.

Schools Linking

There was no doubt that people thought mixing and integration at school was important. The public liked Schools Linking. They thought it was essential and a great initiative. What they also said was that it needed to go deeper and build longer and lasting relationships and connections. It needed to extend to parents and teachers who needed the same support too.

There was also a view that in the past integration in schools was better and there was more mixing. There was an ask for equal focus on primary and secondary schools and thinking beyond school to every day life.

“ If I feel insecure because of crime, then I focus more on me, I get isolated and become prejudice...

If we don't make it better, we will never build relationships and friendships and eventually more people will become angry and aggressive towards each other. People will move away and we will miss out on opportunities to work and prosper together.

”

Shared Spaces and Places

People had a lot to say about their spaces and places. For them it's not just what and where they are that is important, but how people behave and make each other feel when they are there. Whether it's a physical or online space – people wanted more safe, cared for and well designed places for people to come together.

Any shared space needs to be considered from 3 perspectives:

1. Physical spaces and places; clean and safe, well designed with the right tools and infrastructure
2. It's purpose and what you do within it; the vision, experience and benefit
3. How it makes you feel; welcoming, creates ownership, accessible, for me and brings joy

Building respect and friendships

Everyone wanted to connect and see more respect and friendships blossoming across the district – in the community, in schools and at work. They did not believe this was an issue just across faiths and ethnicities but also across ages, genders, class etc. They believed that a sense of community and belonging comes from good relationships. Having strong relationships and friendships helps people feel safe and confident and breaks down barriers. People can flourish with personal and informal support.

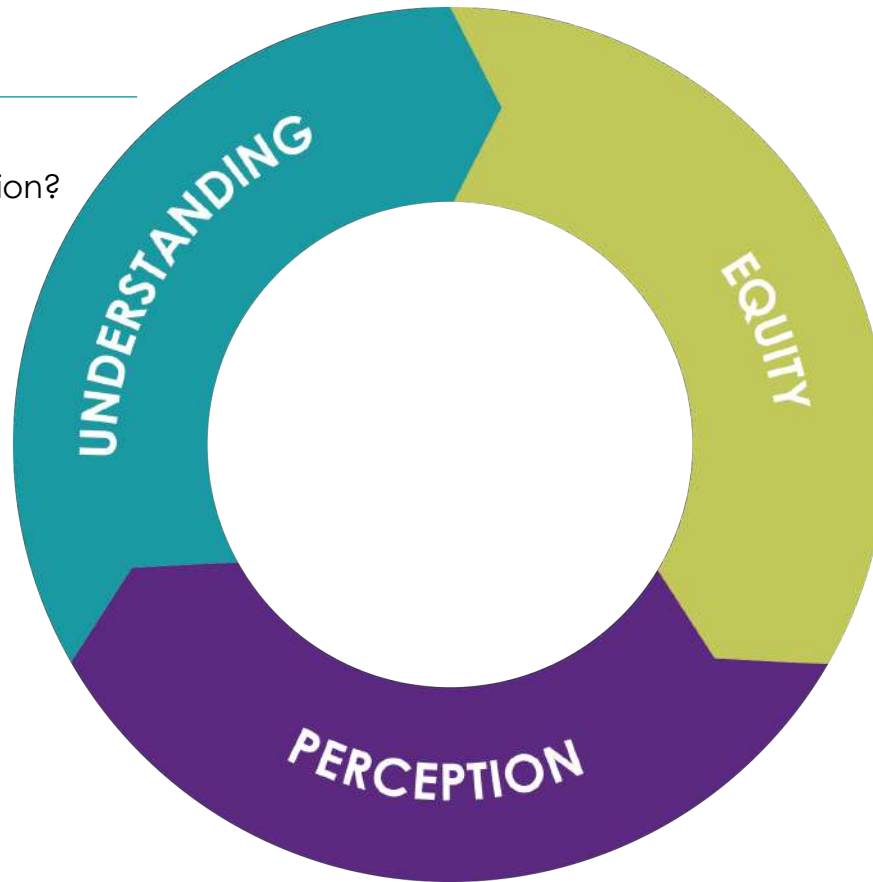
A lot of people said they wanted to connect with others but were not sure how and where to start. Spaces and places played an important role.

Being positive and hopeful is infectious and will change the culture of the district

What feeds integration?

My experience of others?
Meaningful human connection?
Empathy for each other?

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Am I okay?
&
Am I getting my
fair share?
(resources + effort)

What I hear about others?
What I think I see?

Conclusions and recommendations

Understanding, equity and perception are what feed integration.

The key asks that appear as clear priorities now are:

1. Cleaning up Bradford - including crime
2. Building hope and aspiration
3. Addressing segregation
4. Creating better quality/paid jobs and getting people in to work
5. More for young people - skills, jobs, mentoring, safe places and things to do
6. Building shared understanding across ethnicities, genders, ages and abilities

And considering how you could leverage community ambassadors, life coaching, mentoring and training to help individuals build their lives and flourish.

Where could you start?

Additional insight

There are some areas which would benefit from additional insight and research which could be done relatively quickly:

1. Young men and in particular young people living on estates
2. Harder to reach groups and individuals who are more closely associated with hate crime and intolerance because they have: suffered, are offenders or have stronger views

More detail is in the full report.

The ideas

The engagement has given you a longlist of ideas and a framework of 'key ingredients' to inform decision making.

Key next steps would be to:

1. Map community resources, people and talent
2. Join up your services, spaces, groups and communities
3. Communicate and share the learning, feed back to the public what they told you and what will happen next. That will be very important.

Step one would be to develop a communications strategy and go back to the communities with the findings and discuss the next steps

How could you do it?

Asset Mapping

We would recommend starting with an asset mapping exercise, plotting the shortlisted ideas across.

It would be good to understand which partners/stakeholders/spaces you can use to test, refine and deliver the best ideas.

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Who and what do you have to work with?

Prototyping

We would then recommend taking each of the shortlisted ideas to the right stakeholders and convert them into quick prototypes.

This could be in the form of paper concepts, storyboards, games, drawings, role plays, models, short pilots

So you can consider how they would work in practice

Testing

Take these prototypes and quickly test them with the right audiences. This would determine if these solutions are the right ones, what is missing and what needs to change in order to make it better, more relevant

So you can learn what really works

Through this process we will be able to:

1. Understand and tap into your existing resources
2. Make your ideas come alive so that we might quickly get feedback, test assumptions and rapidly iterate
3. Harness early learnings and adapt/change course accordingly
4. Understand which are the ideas that have most potential and are most relevant
5. Develop a roadmap and roll out plan

The Social Kinetic

Design thinking and engagement people

We are the team who have worked with you to deliver this research and insight.

We help ambitious clients **design solutions** to societies most wicked problems and the complex challenges faced by leaders, teams and organisations in a changing, connected world, **with dazzling results**.

We also help them deliver and lead change through design, collaboration, experimentation and innovation. **Building a culture of innovation and design thinking** with coaching, training and 'Let's Crack It' Design Workshops.

The result are bigger and better: outcomes, services, morale and productivity, bottom lines, access to new markets, reputations, collaboration and ambition.

**Social Design
& engagement**

**2 Week
Sprint**

**Ambitious
change**

**Design
culture**

We specialise in social and systemic issues

Such as social Integration, crime, health, housing, homelessness, education and infrastructure. Often multi stakeholder and multi issue – these could be longstanding wicked challenges.

We unleash the collective ideas, knowledge and social energy within communities.



If you would like to find out more about the research or the work we do at The Social Kinetic please get in touch.

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STRONGER COMMUNITIES PARTNERSHIP GOVERNANCE STRUCTURES

12.10.2018 v0.3

HEALTH AND WELL BEING BOARD

STRONGER COMMUNITIES PARTNERSHIP BOARD
 Led by Independent Chair
 15 Members: 9 Statutory and non-statutory services. 5 residents living across the District in Keighley, Shipley, Bradford East, Bradford West and Bradford South. 1 reserved for specific skills or expertise.
 To provide strategic oversight and leadership of the delivery of the Stronger Communities Partnership, Integration Strategy Programme.

SAFER COMMUNITIES PARTNERSHIP BOARD
 Led by Safer Communities Coordinator
 This groups supports and develops the delivery of Feeling Safe, Perceptions of the Other Priority.

MHCLG

BDMC
 Other departments including Place, Housing and Education

IFF EVALUATION TEAM

PROGRAMME BOARD
 Led by Programme Lead
 Ensures the programme is being delivered strategically and operationally. It manages risks and issues, milestone plans and communications.

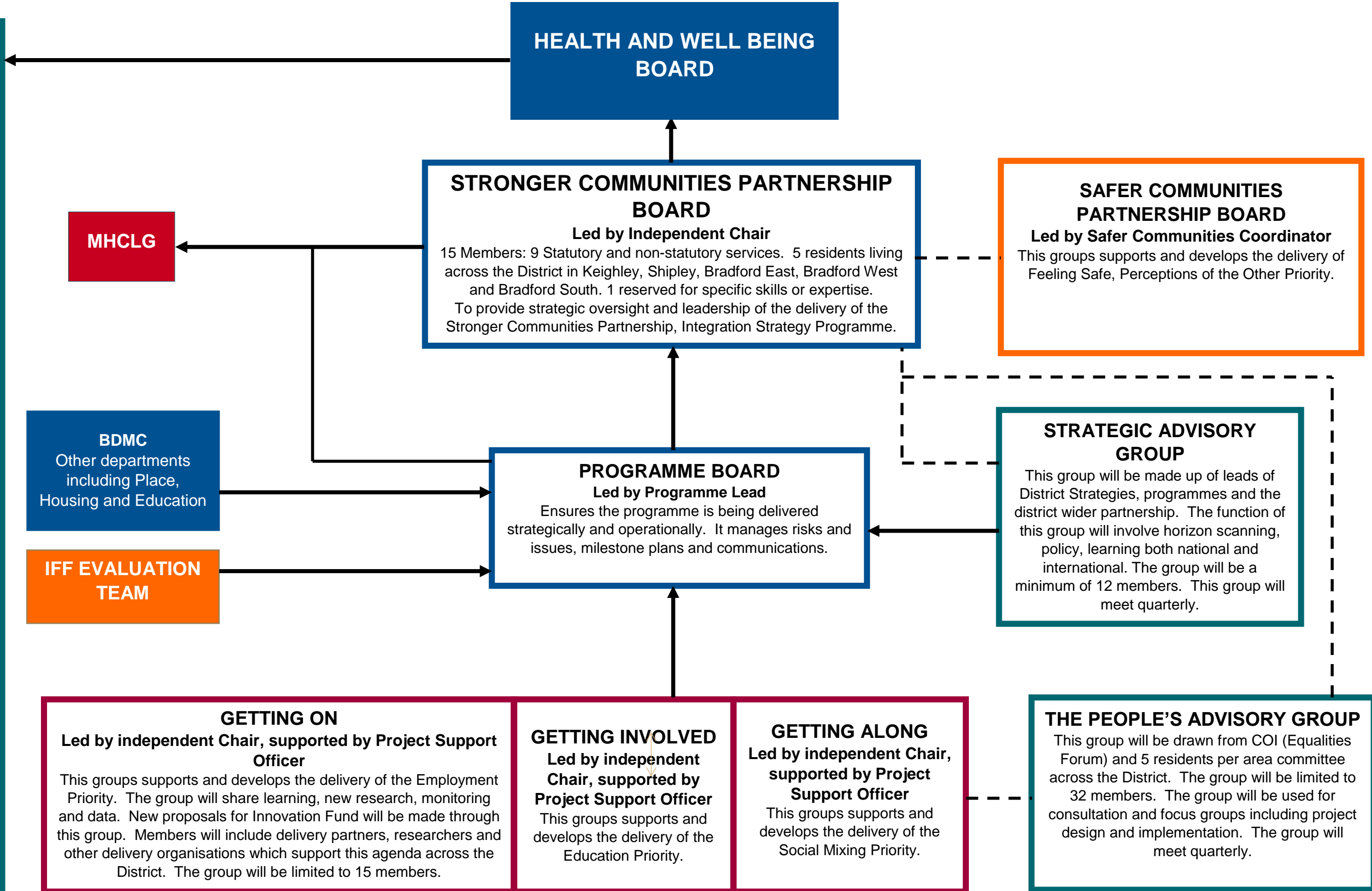
STRATEGIC ADVISORY GROUP
 This group will be made up of leads of District Strategies, programmes and the district wider partnership. The function of this group will involve horizon scanning, policy, learning both national and international. The group will be a minimum of 12 members. This group will meet quarterly.

GETTING ON
 Led by independent Chair, supported by Project Support Officer
 This groups supports and develops the delivery of the Employment Priority. The group will share learning, new research, monitoring and data. New proposals for Innovation Fund will be made through this group. Members will include delivery partners, researchers and other delivery organisations which support this agenda across the District. The group will be limited to 15 members.

GETTING INVOLVED
 Led by independent Chair, supported by Project Support Officer
 This groups supports and develops the delivery of the Education Priority.

GETTING ALONG
 Led by independent Chair, supported by Project Support Officer
 This groups supports and develops the delivery of the Social Mixing Priority.

THE PEOPLE'S ADVISORY GROUP
 This group will be drawn from COI (Equalities Forum) and 5 residents per area committee across the District. The group will be limited to 32 members. The group will be used for consultation and focus groups including project design and implementation. The group will meet quarterly.



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Equality Impact Assessment Form

Appendix D

Department	Department of Place	Version no	1.0
Assessed by		Date created	09/10/2018
Approved by	Ian Day	Date approved	19/10/2018
Updated by	Zahra Niazi	Date updated	
Final approval	Ian Day	Date signed off	19/10/18

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Draft 'Stronger Communities Strategy' and Delivery Plan, produced by the Bradford Integrated Communities Partnership in response to Bradford's designation as one of five Government 'Integrated Communities Pilot Areas'.

1.2 Describe the proposal under assessment and what change it would result in if implemented.

The Strategy sets out its vision where people – whatever their background live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. As such the overall ambition of the Stronger Communities Strategy and Delivery Plan underpins this corporate equality objective. It is intended to increase opportunities for people from different backgrounds to: mix together, increase their mutual understanding and respect of each other and reduce misunderstandings and to remove barriers that prevent people from taking full advantage of the opportunities available to all people living in Britain. The proposal also includes influencing system change across schools admissions, social housing allocation, Government Policy and embedding the ethos of integration across the District in the design and delivery of services. It will challenge processes and practices which hinder opportunities for integration.

Section 2: What the impact of the proposal is likely to be

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

Yes. The proposals within the strategy and delivery plan will make a positive contribution and impact on many protected characteristic groups. There is no perceived detriment from undertaking any of the initiatives within the delivery plan.

Both the Government Green Paper and the engagement work undertaken locally recognise the importance of getting along in the District by increasing the size and diversity of social networks and bringing confidence and a sense of belonging. The local delivery plan places significant emphasis on bringing those furthest from the labour market into work. Proposals include indirect measures, such as better coordination and greater opportunity for learning English and more directly by engaging employers in changes to recruitment practice alongside work with the Department of Work and Pensions and Job Centre Plus. It is intended to increase opportunities for people from different backgrounds to mix together, increase their mutual understanding and respect of each other by reducing misunderstandings and barriers through sustained interactions.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

Yes. As an Integrated Communities Pilot area Bradford, and Bradford Council, will raise the profile of equality issues, amongst many of the protected characteristic groups during the course of the partnership with MHCLG. In particular, opportunity will be taken to review certain policies and procedures to determine whether they support integration and resource will be available to instigate change, where this is believed necessary or helpful. Raising the profile of the districts work on integration will raise awareness amongst staff and elected members through the events and activities that are contained in the delivery plan. The proposal includes aspects of Feeling Safe as this can act as a barrier to people’s willingness to engage in activities that bring people together. The Delivery Plan intends to support campaigns to dispel and debunk myths as well as activities that encourage difficult conversations between different groups of people, challenging prejudices and stereotypes.

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

The activities within the Stronger Communities Delivery Plan run are aimed at all people across the District and therefore won’t negatively or disproportionately affect one particular protected characteristic group over another.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Impact (H, M, L, N)
Age	N

Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N

2.5 How could the disproportionate negative impacts be mitigated or eliminated?
 (Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Review of the work being delivered will be effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the District can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits. This will be supported by a thorough communications and marketing plan and an internal Programme Board which will look to tackle any on-going risks and issues or negative impact on certain groups.

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

The Integrated Communities Partnership represents a number of voices across the District and is made up by a range of Voluntary and Community Sector organisations, Faith organisations, private sector and Council Departments across the city. The Partnership has been involved in shaping the Stronger Communities Strategy and Delivery Plan proposal. There are no further additional equality impacts identified from these exercises.

Section 4: What evidence you have used?

4.1 What evidence do you hold to back up this assessment?

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

MHCLG is working with five pilot authorities to try out new approaches to integration and wants to use these experiences as a means of determining what works well. Bradford's approach has been based both on the analysis of data and engagement with partners and citizens. A robust evaluation framework is being developed to measure the impact of interventions. The Council will work alongside the MHCLG to ensure that the initiatives have outputs and outcomes that can be effectively measured. Learning about what works, and equally important what doesn't, will help to ensure that the district can take better informed investment decisions and target resources at those interventions that are likely to deliver the greatest benefits.

4.2 Do you need further evidence?

No

Section 5: Consultation Feedback

5.1 Results from any previous consultations prior to the proposal development.

The Social Kinetic was commissioned by the Stronger Communities Interim Board to engage the 'communities of Bradford District' to identify ideas from our list of priorities which in their view will get to the heart of some of the most persistent integration challenges and build happier, stronger communities with more opportunity for everyone. We engaged more than 630 people over three events in Bradford, Shipley and Keighley with conversations lasting more than an hour each. Each event had a mix of people from different ages, faith groups, ethnicities and gender.

We noted there were differences in what people said by area, age and gender and as such our Delivery Plan reflects this.

5.2 The departmental feedback you provided on the previous consultation (as at 5.1).

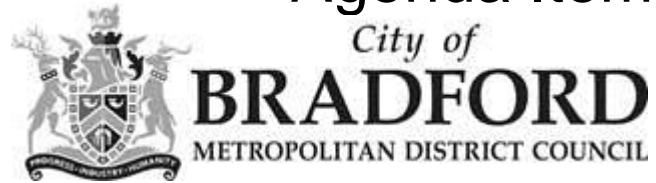
N/A

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

N/A

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

N/A



Report of the Strategic Director (Place) to the meeting of Executive to be held on 6 November 2018

W

Subject: Statement of Community Involvement Review

Summary statement:

The Statement of Community Involvement (SCI) sets out how and when the community will be involved in preparing Local Plan documents for the District including Neighbourhood Plans, as well as how they will be consulted on planning applications.

The Current SCI was adopted in 2008 and has been reviewed and updated to take account of changes in national policy and legislation, as well as local circumstances. The revised SCI was published for comment in August –September.

This report sets out the representations received and the Councils response. The Executive is recommended to approve the Revised Statement of Community Involvement.

Julian Jackson
Assistant Director (Planning,
Transportation & Highways)

Portfolio:

Regeneration, Planning & Transport

Report Contact: Andrew Marshall
Phone: (01274) 434050
E-mail: andrew.marshall@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 The Statement of Community Involvement (SCI) sets out how and when the community will be involved in preparing Local Plan documents for the District including Neighbourhood Plans, as well as how they will be consulted on planning applications.
- 1.2 The Current SCI was adopted in 2008 and has been reviewed and updated to take account of changes in national policy and legislation, as well as local circumstances. The revised SCI was published for comment in August –September.
- 1.3 This report sets out the representations received and the Councils response. The Executive is recommended to approve the Revised Statement of Community Involvement.

2. BACKGROUND

- 2.1 The Statement of Community Involvement (SCI) sets out how Bradford Council will engage with local communities, stakeholders and other interested parties during the preparation of planning policy documents such as the Local Plan (including Neighbourhood Plans) and when considering planning applications.
- 2.2 The District's communities are made up of many different groups including residents, students, service providers, businesses, workers and visitors, with a wide range of views and interests. The SCI seeks to ensure the active, meaningful and continued involvement of all the District's groups in all aspects of the planning system at a stage in the process where such views can make a difference.
- 2.3 The SCI sets out a series of revised guidelines on the scope of community involvement, how and when the Council will undertake engagement and consultation and how you can become involved.
- 2.4 Within the planning system there are statutory requirements that the Council must meet at each stage of plan preparation and also in determining Planning Applications. The SCI sets out the range of engagement methods and processes that will be used to engage and consult the community and stakeholders on planning documents, whilst meeting the relevant regulations. The methods used may vary according to the issue under consideration, as it is important to maintain a degree of flexibility. In doing so, the consultation and engagement methods can be tailored to both a specific planning policy document and the intended audience. Additionally, flexible engagement methods and processes will enable the Council to respond to any potential future changes in the planning legislation and regulations, and how the Council operates and responds to any new methods of consultation which may become available in the future.
- 2.5 In setting out clear guidance on engagement and consultation within the planning process, the Council aims to:
 - Increase public awareness of the planning process and how to get involved;

- Communicate effectively by making it clear in the information provided what is being proposed and how and when people can get involved;
- Ensure that information is accessible to the community regardless of age, gender, ethnicity or disability;
- Engage and consult all sections of the local community, stakeholders and interested parties;
- Make it easy for people to get involved by helping and supporting groups and individuals with little or no knowledge of the planning system and encouraging involvement from groups that have traditionally not been involved in the planning process;
- Uses appropriate consultation methods in order to maximise involvement.
- Makes sure involvement is effective by listening to the community at an early stage in the planning process;
- Provides feedback on all responses received and keep consultees informed of progress being made; and
- Help create a sense of ownership on local planning issues and documents.

2.6 The production of a Statement of Community Involvement (SCI) is a Government requirement. Bradford Council adopted the current SCI on 8th July 2008. However, in recent years there have been a number of significant changes within the planning system which has justified and led to the need to undertake this review. The SCI has been reviewed in light of the following:

- Changes to planning legislation and regulations, including the introduction of:
 - *The Duty to Co-operate*
 - *Neighbourhood Planning*
 - *Community Infrastructure Levy (CIL)*.
- Changes to national and regional planning policy;
 - *Revocation of the Regional Spatial Strategy (RSS) for the Yorkshire and Humber region*
 - *Introduction of the National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG)*
- Changes to the way the Council operates and the consequential impact on services and service delivery;
- Technological advances and the use of digital technology for communication; and
- Bradford Councils revised Consultation and Engagement Framework (2016).

2.7 The changes to planning legislation and regulations noted above have impacted on the plan making process. Whilst it has been simplified, it has placed increased focus on early engagement and community involvement with fewer formal stages and faster working methods, in addition to increased use and availability of electronic communications, such as email and the internet.

2.8 This revised SCI has been prepared based on the current guidance set out in the following planning legislation and regulations:

- The Localism Act 2011;

- Planning and Compulsory Purchase Act 2004 (as amended);
 - Town and Country Planning (Local Planning) (England) Regulations 2012;
 - Neighbourhood Planning (General) Regulations 2012 9as amended);
 - The Community Infrastructure Levy Regulations 2010 (as amended);
 - Town and Country Planning (Development Management Procedure) (England) Order 2015; and
 - The Town and Country (General Permitted Development) (Amendment) (England) Order 2018.
 - The Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017
- 2.9 In line with good practice the Draft Revised SCI was issue for representations between 6 August and 17 September 2018. The document was made available on the Councils Web site and at selective locations in hard copy. Statutory consultees and other on our database were notified of the consultation.
- 2.10 A total of 9 representations were received to the consultation. A summary of the issues raised are set out in Appendix 1, together with the Council’s response.
- 2.11 A number of the respondents supported the document and made no detailed comments. A number of the respondents raised issues which related to local plan content and approach which is not the subject of the SCI.
- 2.12 A number of proposed changes are set out with respect to several issues raised in representations. These seek to provide clarity and also bring the SCI up to date with regards to the revised NPPF published in July 2018.
- 2.13 The revised SCI is contained in Appendix 2. It incorporates the changes made in response to representations and also national policy and guidance. The document is made up of several sections.
- 2.14 Section 1 provides background as to the Planning system and the role and purpose of the SCI and the review.
- 2.15 Section 2 sets out a high level overview of the District population profile.
- 2.16 Section 3 sets out the approach to community engagement in the District including what is meant by ‘community’ and ‘engagement’, as well as the role of existing mechanisms and forum.
- 2.17 Section 4 sets out the details of the Development Plan system including the current adopted Local Plan documents as well as future program as set out in the recently adopted Local Development Scheme.
- 2.18 Section 5 sets out the approach to community involvement as it relates to Local Plan documents including Development Plan Documents (DPDs), Supplementary Planning Documents (SPDs), Community Infrastructure Levy (CIL) and Neighbourhood Planning.

- 2.19 Section 6 sets out the approach to community involvement on planning applications including pre application engagement, at planning application and post planning application.
- 2.20 Section 7 sets out how engagement will be resourced.
- 2.21 Section 8 sets out how the SCI will be monitored. In line with Government requirement it will be reviewed every 5 years or earlier if found to need updating.
- 2.22 Section 9 provides links to further information.
- 2.23 The SCI includes several appendices which provide more detailed information on the methods of consultation which could be used and list of consultees. It then sets out the potential approach at each stage of preparation for DPDS, SPDs, CIL and Neighbourhood Planning.
- 2.24 The SCI provides the headline approach and it will be for each Local Plan document to determine the appropriate approach depending on the nature of the document and stage, having regard to the SCI.
- 2.25 This report seeks approval of the updated SCI contained in Appendix 2.

3. OTHER CONSIDERATIONS

- 3.1 The NPPF makes clear the need for Local Planning Authorities to ensure they have an up to date Local Plan. Recent changes to national legislation and emerging changes to NPPF reaffirm this and introduce new powers for the Secretary to State to intervene where sufficient progress is not being made. In light of the recently adopted Core Strategy and progress in the AAPs the District is considered to have made adequate progress. However, the government will closely monitor Local Plan progress in particular the allocation of sites to meet the development needs of the District and ensure it has a 5 year supply of land and meets the new Housing Delivery Test. The SCI seeks to set a proportionate approach to progressing the Local Plan which ensures a flexible approach which beyond statutory requirements can be tailored to the relevant documents and maintains timely progress.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The preparation of the Local Plan is undertaken by the Local Plan Group, which is funded from within the Department's resources, supported by a one off corporate growth payments to cover non staffing costs. The LDS sets out consideration of the resources required to complete the Local Plan. This includes the anticipated costs of consultation and engagement at key stages of Local Plan preparation. The detailed resources required to support specific planning documents will be considered as part of their project management and reflect the nature of the document, and statutory requirements and seek to support a proportionate approach to engagement using effective and cost effective means.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 There are significant risks to the Council as a result of not having an up to date Local Plan. Engagement should be proportionate and appropriate to relevant to the document to ensure it does not delay progress and that minimum legal requirements are met. Engagement plans will be produced for local plan documents at key stages to set out the approach with reference to the SCI and legal requirements in place at the time to ensure they ultimately pass examination and are not found deficient either legally or in terms of soundness.

6. LEGAL APPRAISAL

- 6.1 The SCI is prepared under the relevant statute and associate Regulations. The SCI details how the legal obligations under the Planning and Compulsory Purchase Act 2004, subsequent legislation and regulations are being met. Case law has stressed the importance of the SCI in the determination of issues regarding Local Plans and planning matters (including applications) generally. Failure to have an SCI which is compliant with the current planning policies may lead to challenges to decisions made by the Council.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The consultation on the Local Plan is undertaken in line with the Statement of Community Involvement (SCI). In order to achieve this it seeks to set a framework to ensure representative and inclusive involvement and engagement at all stages of document preparation. In addition in line with the requirements of section 149 of the Equality Act 2010 the Local Plan documents preparation and content will be subject to an Equality Impact Assessment.

7.2 SUSTAINABILITY IMPLICATIONS

All Local Plan Development Plan Documents are required to be subject to Sustainability Appraisal (SA) including Strategic Environmental Appraisal (SEA) at all key stages. The SA seeks to assess the likely impacts of the policies and proposals of the relevant plan.

The SCI seeks to use electronic and other online methods of consultation to ensure wider access to the engagement process and also reduce the need for hard copies and travel to access material.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The Local Plan is subject to sustainability appraisal throughout its development, which identifies the likely impacts of the plan and where appropriate any mitigation to manage any negative impacts.

The consultation and engagement plan will seek to use sustainable means and locations as far as practicable.

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no community safety implications

7.5 HUMAN RIGHTS ACT

The SCI sets out how all individuals can have their say on the development plan documents. Anyone who is aggrieved by a development plan document as submitted has a right to be heard at an independent examination.

7.6 TRADE UNION

There are no Trade Union implications

7.7 WARD IMPLICATIONS

The SCI relates to a range of Planning activity which relates to the whole District and affects all wards.

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

None

7.9 IMPLICATIONS FOR CORPORATE PARENTING

No Implications

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The Local Plan process involves handing of personal data under relevant Planning Legislation in particular as part of consultation and engagement during preparation as well as examination of Local Plan. Personal data held and used in connection with these statutory requirements.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

9.1 The Council has a duty under the Planning and Compulsory Purchase Act 2004 to prepare the SCI for the District and keep it up to date. The Council can determine the nature, and make-up of the Local Plan it wants to put in place in order to meet its statutory duty, as well as the timetable for its preparation.

9.2 The process for the preparation of the Local Plan is prescribed by statute and regulation. In order to ensure a sound plan it is important that the Council ensures it follows the regulations, ensures effective and robust consultation, ensures it is founded upon up to date and robust evidence. All DPDs are submitted to the Secretary of State for independent examination to test whether they are sound with reference to the tests set out in legislation and regulations. Failure to ensure a robust approach could result in a DPD being found unsound by the Inspectorate. If found unsound the Council would not be able to proceed to adopt it formally. This would normally result in delay to do further work as well as engagement to ensure the Local Plan is made sound and then resubmitted for examination.

9.3 Recent national planning reforms retain the need for local planning authorities to prepare a development plan for their district and in light of the National Planning Policy Framework and the provisions for neighbourhood planning, the government is seeking councils to progress as a matter of urgency.

9.4 The Executive have 3 options

Option 1

9.5 To approve the Revised SCI as proposed in Appendix 2. This sets out the approach which was subject to consultation. This was broadly supported and has been amended where appropriate in response to the limited representations received to the consultation.

Option 2

9.6 To not approve the Revised SCI. This would mean that the Council would continue working to the current SCI approved in 2008 which is now significantly out of date and this would not meet the requirements from government to review regularly to ensure it is up to date.

Option 3

9.7 The third option is to approve the SCI as proposed but with further changes as proposed by members.

9.8 The Executive are recommended that the version in Appendix 2 is approved in line with Option 1.

10. RECOMMENDATIONS

10.1 Recommended that the Revised SCI contained in Appendix 2 be approved and published on the Councils web site.

11. APPENDICES

11.1 Summary of representation received and Council response to Draft Revised SCI

11.2 Revised SCI 2018 - 2023

12. BACKGROUND DOCUMENTS

12.1 National Planning Policy Framework (2018)

12.2 National Planning Practice Guidance

12.3 Draft Revised SCI (August 2018)

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Appendix 1

Table of Comments Received for the Consultation Draft - Revised Statement of Community Involvement 2018 -2023

Consultation Start 6th August 2018 - Consultation finish 17th September 2018.

Ref	Date rec'd	Name	Comments	Response
001	06/08/18	Stuart Dawes	<ul style="list-style-type: none"> The statement is not clear and accurate in plain english. the average Joe from the local neighbourhood would not have a clue what you are advising them. 	The SCI is a technical document which needs to meet regulatory and statutory requirements. Engagement plans and material will seek to provide information as far as possible in an accessible form and support document with non-technical summaries etc
			<ul style="list-style-type: none"> Suggestion that the planning department ignores its own planning guide lines and gives planning permission, in contravention of their own guidelines. 	<p>All planning applications are determined in accordance with the relevant Local Plan and National Policy taking into account any other material planning considerations.</p> <p>In this respect each application is considered on its merits and this may include considering a range of policies and balancing their respective requirements in coming to a decision.</p>
			<ul style="list-style-type: none"> Do not see the need to consult councillors for their input, due to the fact that they are not suitably qualified. 	Councils have a democrat role to represent their constituents and have significant local knowledge.
			<ul style="list-style-type: none"> At no point is there any advice, advising on the requirement of when a 	The purpose if to set out approach to

			principal designer is required to be in place and employed.	consultation. It is not required to set out detailed operational and resourcing details for Local Plan documents or development management.
002	16/08/18	Yorkshire Wildlife Trust	Thank you for consulting Yorkshire Wildlife Trust on the preparation of the above document. We have no objection or comments to make on the document at this time.	No response required.
003	14/08/18	Historic England	At this stage we have no comments to make regarding its content.	No response required.
004	27/08/18	Andrew Simkins	<p>I can't see where you take into consideration the occupancy rate of existing housing stock or second homes etc. Given the high number of vacant properties this 100% should be a factor when assessing the overall requirement. Given that these properties could be brought into use this would negate some of the pressure to build new and reduce pressure to release green fields for developments. Many of the empty properties are smaller and are suitable for first time or younger buyers whom you reference as underrepresented.</p> <p>My objection would be resolved if you had a clause that means green field sites are out of contention until a significant number of empty homes are back in use. If this means central government need to assist with national legislation to achieve this , then so be it. We all have a responsibility to balance all factors and commercial gain should be a low priority when it comes to management of a national asset</p>	These comments relate to the housing supply and housing requirement Policies of the Local Plan rather than the Statement of Community Involvement.
005	03/09/18	Natural England	<p>Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.</p> <p>We are supportive of the principle of meaningful and early engagement of the general community, community organisations and statutory bodies in local planning matters, both in terms of shaping policy and participating in the process of determining planning applications.</p> <p>We regret we are unable to comment, in detail, on individual Statements of</p>	No response required

			Community Involvement but information on the planning service we offer, including advice on how to consult us, can be found at: https://www.gov.uk/protected-species-and-sites-how-to-review-planning-proposals .		
006	06/09/18	Wakefield MDC	Wakefield MDC have no comments to make on the Revised Draft SCI.		No response required.
007	07/09/18	Environment Agency	<p>We agree with the overall content of the document, including methods of communication for consultees. We note that the Environment Agency (EA) is listed in Appendix 4 as a consultee who will be involved in the local development framework process.</p> <p>We would like to highlight that the EA has introduced a charge for strategic planning advice and non-statutory work across the whole of England which should be reflected in the SCI and may impact on consultation with them.</p> <p>As a consultee in the local plan process going forwards we advise that information should be included within the wording of the revised SCI document regarding our planning advice service and associated charges, this information should also be factored into the consultation process.</p> <p>We strongly support sustainable growth and want to continue giving advice to LPAs and consultants to facilitate development, which protects and enhances the environment. We feel that the service we can provide will help you to achieve better outcomes, in a quicker and more cost effective manner in the long term. Our experience shows that when we engage with LPAs and consultants early on in the plan making process, the likelihood of us finding plans unsound significantly reduces.</p>		<p>Supported noted.</p> <p>It would not be appropriate for the SCI to set out detailed charging arrangements for advice from consultees. This will have to be considered as part of the engagement plan for respective Planning documents.</p> <p>Noted.</p>
008	16/09/18	Tong and Fulneck Valley Association	<p>Para 1.1.3, Page 1 Para 1.1.6 Page 2</p>	Our prime concern is that the objectives stated in the NPPF at paragraph 155 for “early and meaningful” engagement and collaboration are actually put into effect, that the detail of the SCI reflects this and that the processes involved are not made	Paragraph 16 of the revised NPPF sets out the high level expectations of government for Local Plan. This includes an updated reference to the role of engagement under

				<p>so complex, technical, difficult to access or remote as to deter individual or community involvement, nor that the engagement is merely advisory of decisions or policies already formulated without real willingness to amend or adjust in response to consultation. There is a danger that consultation becomes a time consuming and largely meaningless box-ticking exercise after critical decisions have been made. We would like to see a clear commitment at an early point in the document that the Council is actively seeking real community participation in the planning process.</p>	<p>criterion (c).</p> <p>Paragraph 1.1.6 set out the key aims for consultation and engagement which amongst other things makes clear the desirability of early engagement. The subsequent content sets out more details on how this could be achieved including the approach at different stages of Local Plan preparation set out in Appendix 4.</p> <p>The aims also recognise the need to seek to ensure accessible information and engagement which recognises the often complex legal and technical requirements of Local Plan preparation.</p> <p>The requirements in NPPF and the supporting guidance recognise the role of engagement as one element which should shape the content of the Local plan. Other technical and regulatory requirements will determine the main approach in order to ensure a robust and sound plan.</p> <p>Proposed change:</p> <p>Proposed update to paragrap1.1.3 to reflect current wording of NPPF paragraph 16 Criterion (c)</p>
			<p>Para 1.3.3 Page 4</p>	<p>We note that the Council had added a category “Low income/low wage”</p>	<p>Paragraph 1.3.3 relates explicitly to the Equality Duty and reflects the nine protected</p>

			Our experience is that there is a substantial category of individuals who approached us with real concerns about the planning process but who do not have the vocal, literacy or IT skills to respond to consultations in the manner envisaged in this SCI. This group is not necessarily encompassed within the “low income/low wage” category. To ensure equality within the SCI we would suggest that consideration should be given to the addition of a further category to encompass this grouping.	characteristics. The aims under 1.1.6 recognise the need to communicate effectively in a number of ways to ensure all sections can engage including reference to groups not traditionally involved.
		Para 2 Pages 5&6	This paragraph, in describing the District, does not recognise the administrative division into the Regional City, encompassing the geographical city of Bradford, and its subdivision into Areas, as set out in the Local Plan Core Strategy. We think that that division should be recognised here, as it is relevant to our comments below about the dissemination of hard copy information.	Section 2 is purely an outline of the Districts Characteristics. Any engagement will need to consider the nature of the planning document and extent to determine the appropriate form of engagement. Other more detailed evidence provides details on a range of information and it is not appropriate for the SCI to go into such detail.
		Para 3.1.2 Page 7	It is surprising that the Council regards its citizens as “customers”. Council officers are public servants, not contractual suppliers. A more appropriate word would be “stakeholders”, which encompasses both those who pay Council Tax and those who do not, as well as other interested parties who are not necessarily beneficiaries or users of Council services.	There are a range of ‘customers’ for the Council including most Citizens but others and it is right that they are seen in such a way by the Council. Section 3 sets out what we mean by Community in more detail. Proposed Change: Amend para 3.1.2 to replace Customers with community and stakeholders.
		Para 3.5 Page 8	Reference to “in the main Council offices” is one of our points of challenge below, and we propose that those words are omitted from this paragraph.	The approach to where documents are placed will depend on the nature and scope of the document. The text sets out the main locations but recognises that other locations may be used at a more local area level (para

				5.8.3). The SCI makes clear that a range of methods will be used to engage with communities in different ways to secure their views at an appropriate stage and also which seeks to make it accessible. In the pas this has resulted in targeted workshops and drop in sessions supported by Planning Aid.
			Para 3.8.1 Page 11	This is admirable, but minutes should be available to the public of such targeted briefings, as we have found ward councillors who claim to be “in the dark” on issues of which we would have expected early briefing. As a matter of confidence, no matter in which ward a resident lives, he should be entitled to know what information has been given to his ward councillor and should not have to rely on the selective dissemination of such information.
			Para 2.4.20 Page 16	The paragraph is wrongly numbered. Proposed change: Amend paragraph numbering.
			Para 5.25 Page 24	We welcome the Council’s stated commitment to its fulfilment of the duty to co-operate, but this must be translated into positive reality. Evidence given at the Public Examination of the Leeds Site Allocation DPD suggested that there is a perception in Leeds that Bradford has not been as assiduous as it should have been in this regard. The Council demonstrated clearly through the Core Strategy how it had met the Duty to Cooperate which was tested at the examination and supported by the Inspector. This is based on an agreed Leeds City Region Approach. Work across all Local Plans within the LCR continues under the agree arrangements and the work on the partial review of the Core Strategy and wider Allocations DPD will continue to me the duty and also be reflected in the new Statement of Common Group being developed in lien

				with NPPF. Proposed amendment: Update section on Duty to Cooperate in light of new NPPF requirements.
		Para 5.2.7/8 Page 24	This arrangement is welcomed	Noted.
		Para 5.3.1 Page 25	We wonder why it is necessary to insert the words “wherever possible”. The word “seeks to” also indicates that this is not an absolute commitment. When would it not be possible to “frontload” consultation? Please omit the words “wherever possible” and replace “seeks to” with “will”	The wording reflect a commitment to front load but recognises that there may be circumstances when this is not possible and where significant issues are more suitably considered later in the process linked to more detailed evidence which may evolve in the preparation process.
		Para 5.3.4 Page 25	The statement that at this stage there is “no formal consultation period” is in context correct, but the subsequent statement that the Council will “informally” consult the duty to co-operate bodies, suggests that this is an optional action on the part of the Council. NPPF paragraphs 178 and 179 make it clear that the duty to co-operate on cross boundary planning issues is continuous at all stages in the planning process and not linked simply to those periods of formal general consultation. This paragraph should be amended to make that duty clear.	Paragraph 5.3.4 provides an overview of the types of engagement at this stage of plan preparation. The section on Duty to Cooperate makes clear the need to comply with the duty and to ensure on-going engagement on Strategic matters. The Section on Duty to cooperate will be updated in light of changes to NPPF.
		Para 5.3.6 Page 26	In line 6 “may” should be replaced with “will”. The Council has regularly undertaken 6 week consultations over holiday periods, only to extend these periods after concerns have been expressed by councillors or members of the public. It should become an <u>absolute practice</u> that consultation periods should not be aimed at times when those difficult to reach	The text reflects the minimum period for representations. It does allow for this to be extended but this is deemed an exception and will depend on circumstances at the time and the nature of the document.

				groups referred to in paragraph 3.6.2 (particularly the inactive majority) are least likely to respond.	
			NO RELEVANT PARAGRAPH	<p>An additional point on Consultation which, so far as we can see is not addressed in the SCI, but which should be, probably at or around paragraph 5.3.6, is that the Council should be ready and willing to accept consultation comments in a variety of forms.</p> <p>It is our experience that the Council prescribes forms for responses, often with constraints attached, such as a separate form for each comment (witness this consultation), which are so complex and off-putting to the public that they virtually guarantee that no response will be received. In Holme Wood and Tong our Association is frequently met with requests about consultations, but as soon as a Council format form is produced the individual is not willing or able to spend the time or has not got the skill needed to meet the Council's requirements. A means should be found of simplifying forms for comment and responses.</p> <p>Many people want to make a point without having to identify pages, paragraphs, diagrams, tables or appendices in exhaustive detail.</p> <p>On the specifics, the Council should issue its forms in all formats. The current response forms, for example, are not in Word format, and not everybody has the software or skills to convert PDF to Word.</p>	<p>Depending on the stage of consultation and document there are a number of engagement mechanisms which will provide information and views, not just formal representations, including workshops etc.</p> <p>However, at key formal stages the Council does seek to provide a template/standard form to assist those making representations (this is prescribe by government/PINS at Publication Draft stage) and also assists with the recording and analysis of issues. The Council and government also increasingly look to the use of electronic means in order to speed up processing and time saving.</p> <p>However, the Council does accept representations that are made in writing in any form.</p> <p>The detailed approach will be set out in more detail in the engagement plan for each stage and the representation material/guidance notes.</p>
			Para 5.3.8 Page 26	The last sentence leaves it open for consultation to be for a reduced period. This sentence should be replaced with the words "This consultation will be on the same basis and for the same minimum period set out in paragraph 5.3.6"	It will be for the appointed examiner/Inspector to determine the appropriate length of any period for consultation. This would normally be a minimum of 6 weeks but may be less depending on the matter and circumstances.

			<p>Para 5.4.6 Page 28</p>	<p>As with 5.3.6 please replace “may” with “will”.</p>	<p>The text reflects the minimum period for representations. It does allow for this to be extended but this is deemed an exception and will depend on circumstances at the time and the nature of the document.</p>
			<p>Para 5.8.2 Page 32</p>	<p>A particular concern of our Association during the Consultations which took place on the Tong and Holme Wood Neighbourhood Plan and the various stages of what is now the Local Plan was that we had to press for information to be made available to the substantial numbers of interested members of the public locally, that is within reasonable distance of the homes of affected residents. The Council should recognise that in disadvantaged areas the cost of bus fares is such that a trip to Bradford City centre has to be justified and will not be spent on a visit to a central Council Office to look at plans. The Council must be proactive in bringing plans to the people.</p> <p>We therefore propose that as a matter of course all Local Plan documents should be made available in publicly accessible buildings (if Council offices or libraries are not available) at reasonable hours of opening weekday and weekend at least in every Area of the Regional City. If the Council is genuine in wishing to access the difficult to reach groups, it must recognise that the Council’s “principal offices....normal office hours” are not ones that coincide with the times that the “inactive majority” can make itself available to look at plans. Local Plan Documents must receive wider publicity and accessibility than is suggested in this paragraph.</p>	<p>The approach to where documents are placed will depend on the nature and scope of the document. The text sets out the main locations but recognises that other locations may be used at a more local area level (para 5.8.3).</p> <p>The SCI makes clear that a range of methods will be used to engage with communities in different ways to secure their views at an appropriate stage and also which seeks to make it accessible. In the pas this has resulted in targeted workshops and drop in sessions supported by Planning Aid.</p>
			<p>Para 5.8.6 Page 33</p>	<p>The cost of copying Local Plan Documents where individuals or groups seek copies from the Council, or to download and print at home, is significant.</p> <p>We have found that a particular problem in copying at home</p>	<p>The local plan documents normally follow a standard A4 template (though some evidence documents may vary due to mapping requirements). Hard copies are</p>

			<p>is that the Council produces documents with substantial levels of colour use. While this looks good, and we have no problem with the Council producing such “glossy” versions of its documents, much of the use of colour is unnecessary, and particularly where dark backgrounds are employed, copying become very expensive and in many cases difficult to read. The Council also uses unusual page sizes (for example the Tong and Holme Wood Neighbourhood Plan documents were all 24 inches or more in width).</p> <p>We therefore propose that in every case, where documentation relates to the Local Plan or to Neighbourhood Plans the Council should think carefully about the cost of copying including copying its documents downloaded from the internet. To this end it should avoid dark colours and produce a readily copy able greyscale version in standard A4 sizing.</p>	<p>available at cost.</p> <p>All key documents are made available on the Councils web site which allows them to be printed in whole or in part as required. The Council will look at the format but the need for clarity of the document in both text and graphics is paramount to ensure clarity for the user.</p>
		Para 5.8.7 Page 33	To give effect to our concerns in the preceding paragraph, please add after “user friendly to” “and easily and cheaply copy able by”	<p>Proposed amendment:</p> <p>Add in reference at end of 5.8.7 which seeks to as far as possible make available printer friend versions of key documents</p>
		Paras 6.3.2 - 6.3.9	We should record our concern that the pre application stage seems to be producing applications which are to all intents and purposes ones which will pass the subsequent planning stages, with Council pre-application input being based on no, or very little, or limited, consultation with the community. By placing the onus on the developer to conduct the consultations at this stage, the Council is giving the developer the discretion as to which individuals or communities it considers “could have a material interest in the development” and over how, or whether, consultation actually takes place. There have been, for example within our area of concern in the Tong Valley, three recent planning applications involving	The text reflects the national planning practice guidance government guidance that Local Planning Authorities should encourage pre application engagement with local communities and sets out the type and level of consultation required based on the nature and scale of the draft development proposal. Whilst Local Planning Authorities cannot prescribe the nature of the pre consultation, the Bradford Local Information Requirements does requires applicants for all major planning applications to submit a supporting

				<p>“events” type facilities with material potential traffic consequences for the residents of the Tong area on which there has been no consultation or information given to local residents or organisations at the pre-application stage, and on which Highways have apparently commented without themselves engaging with local residents as to the effects. So far as it may legally be possible, we would therefore like it to be a requirement that, when any application is submitted with these paragraphs, the application includes a detailed report on the extent and effect of community consultation.</p>	<p>statement describing the extent of the pre application consultation undertaken, any outcomes and how proposals have been amended to reflect the outcomes from that consultation.</p>
			<p>Para 6.3.8 Page37</p>	<p>In the Tong Valley, which is our concern, most sites are isolated, and site notices, whilst essential, do not attract the attention of all affected parties. In those cases site notices should be accompanied by neighbour letters. “instead of or” should be deleted and “together with” substituted.</p>	<p>Posting site notices for residential commercial planning applications not in the vicinity of residential properties is the most effect form of publicity. For householder applications in similar locations neighbour notification letters will be sent where there are adjacent residential properties.</p>
			<p>Para 6.3.11 Page 38</p>	<p>We have experience a number of instances where applications with significant potential traffic, noise or environmental impact have not been the subject of Neighbour Notifications. It should be recognised in this document that planning applications can have a wider effect than simply on contiguous or adjoining property, particularly in Conservation Areas or the Green Belt, and that the Council will in such cases provide further publicity by Neighbour Notifications.</p>	<p>The Council applies the statutory publicity requirements in order to ensure the most efficient, consistent and proportionate approach to the publicity of planning applications. Where relevant, for residential, industrial and commercial planning applications the Council will send neighbour notification letters to adjoining residential properties (excluding flats) to supplement site notices. Other residential properties will generally only be consulted where they will be materially affected by a particular proposal.</p>
			<p>Paragraph 7 Page41</p>	<p>Lack of financial resource should not form the basis for the Council not engaging in effective consultation. Local</p>	<p>The SCI clearly sets out the broad approach and commitment to how the Council will</p>

			<p>democracy is not well served if the Council officers can determine consultation priorities on the basis of resource only, and the structure should provide for members to be involved in and accountable for any such prioritisation.</p>	<p>engage. This will be taken into account in the resource planning for relevant Local Plan Documents. The LDS adopted in July 2018 set out the headline position in terms of resourcing for the Local Plan.</p> <p>The approach to engagement will be determined with regard to the SCI for each document and the stage. This will take account of available resources and ensure an appropriate level of engagement based on the regulatory requirements and the SCI.</p> <p>The SCI is considered and the decision to adopt lies ultimately with Executive.</p>
		Paragraph 8 Page 42	Members should be involved in and accountable for the outcome of such reviews.	Any review of the SCI will be considered by Executive following consultation.
		APPENDIX 2		
		A Page 49	Amend as per our comments on para 5.8.2	See response to paragraph 5.8.2.
		R Page 57/8	A limitation not mentioned is that members who are members of the Planning Committee will not discuss planning issues with their constituents if they may come before them. This effectively disenfranchises those constituents from this method of consultation.	<p>Members of Planning Panels and Regulatory & Appeals Committee are required to comply with the 'MEMBER AND OFFICER PLANNING CODE OF CONDUCT' in Part 4B of the Council's Constitution.</p> <p>This does not allow members on The Panels or Committee to advocate for them or express a view on a proposal in advance of determination. Members can pass on constituents representations to the case officer and they can be directed to another</p>

					ward member who is not on the relevant Panel /Committee.
			APPENDIX 5 Stage 2 & 3 Page 74.75	Please note that although the Council's website says that the e newsletter "Plan-it Bradford" is intended to be produced quarterly, the latest version on the website <u>is July 2017</u> and our experience is that it has never been produced regularly or in a sufficiently timely manner to be useful as part of the consultation process.	The editions of PLAN IT as issued when there is sufficient information to update stakeholders. The decision to publish versions is therefore linked to the work program and key stages. The Council aims to provide more regular updates as the Local Plan progresses in line with the newly adopted LDS.
			APPENDIX 6 /7 Stages 1,2 Page 76,77, 82, 83	Please note the although the Council's website says that the e newsletter "Plan-it Bradford" is intended to be produced quarterly, the latest version on the website <u>is July 2017</u> and our experience is that it has never been produced regularly or in a sufficiently timely manner to be useful as part of the consultation process.	See above.
009	17/09/18	Val Harris	The outlined policy is quite aspirational and its not clear where the resources will come from to actively engage people as you have no community developments workers left. It needs to be clearer about the role of private developers in being much more active and outward going the than the standard library/ village hall event one afternoon/ tea time sham event that they currently do to tick the boxes.	The approach to consultation will take account of the aims of the SCI and tools/mechanisms. It will be for each Local Plan Document to consider the appropriate form of engagement with reference to the type of document and stage. The costs of engagement will be considered as part of the project planning of any Local Plan preparation process. The Council and government encourages developers to undertake pre application engagement. It is for them to determine the appropriate mechanism for this.	

			<p>The council has a number of lands and buildings left to them in various charitable trusts, there appears to be no development plans for these green spaces that have been agreed with relevant friends of groups and other interested bodies, which leaves these spaces very vulnerable when the council or other developers are looking for land. There should be something in this policy about these lands and how management, maintenance and development plans are created and monitored.</p>	<p>The role of the SCI is to set out the approach to consultation and engagement on planning matters. It does not consider appropriate uses and guide development itself which is the role of the Local Plan, Neighbourhood Plans and Supplementary Planning Documents.</p>

APPENDIX 2

**City of Bradford Metropolitan District Council
Local Plan for the Bradford District**

**Revised Statement of Community Involvement
2018 - 2023**

November 2018

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1. INTRODUCTION

- 1.0.1 This Statement of Community Involvement (SCI) sets out how Bradford Council will engage with local communities, stakeholders and other interested parties during the preparation of planning policy documents such as the Bradford District Local Plan (including Neighbourhood Plans) and when considering planning applications.
- 1.0.2 The District's communities are made up of many different groups including residents, students, service providers, businesses, workers and visitors, with a wide range of often disparate views. This SCI seeks to ensure the active, meaningful and continued involvement of all the District's groups in all aspects of the planning system at a stage in the process where such views can make a difference.
- 1.0.3 This SCI sets out a series of revised guidelines on the scope of community involvement, how and when the Council will undertake engagement and consultation and how you can become involved.
- 1.0.4 A 'Glossary of Terms' used within this document can be found in Appendix 1.

1.1 The purpose of the Statement of Community Involvement

- 1.1.1 Planning is fundamental to shaping the areas in which we all live and work. It involves making decisions about the future of our urban areas and countryside – where we work, where we live, where we play and how we are able to get to these destinations. It involves planning ahead to ensure that services, utilities and infrastructure are available, where they are needed and attempting to balance different needs and goals ranging from our desire for development, growth and regeneration, to our desire to protect and conserve and enhance our built and natural environment.
- 1.1.2 Plan making also involves the process of combining research and analysis with engagement and consultation with all who have a stake in making our District a great place and in this process producing a framework of planning policies and proposals to guide future decisions on where development and investment in infrastructure, will take place and in what form. Ultimately, plan making is aimed at creating sustainable and vibrant communities and places.
- 1.1.3 Paragraph 16 of the National Planning Policy Framework (NPPF) states:-
- “be shaped by early, proportionate and effective engagement between planmakers and communities, local organisations, businesses, infrastructure providers and operators and statutory consultees;”*
- 1.1.4 This document seeks to promote active, meaningful and continued community involvement in the plan making process from an early stage in order to work towards a consensus on planning issues and thereby reduce the scope for delay within the later stages of the process. By getting involved and having your say you can help shape the way that your area looks and the future of the District.

1.1.5 Within the planning system there are statutory requirements that the Council must meet at each stage of plan preparation. This SCI sets out the range of engagement methods and processes that will be used to engage and consult the community and stakeholders on planning documents whilst meeting the relevant regulations. The methods used may vary according to the issue under consideration, as it is important to maintain a degree of flexibility. In doing so, the consultation and engagement methods can be tailored to both a specific planning policy document and the intended audience. Additionally, flexible engagement methods and processes will enable the Council to respond to any potential future changes in the planning legislation and regulations, and how the Council operates and responds to any new methods of consultation which may become available in the future.

1.1.6 In setting out clear guidance on engagement and consultation within the planning process, the Council aims to:

- Increase public awareness of the planning process and how to get involved;
- Communicate effectively by making it clear in the information provided what is being proposed and how and when people can get involved.
- Ensure that information is accessible to the community regardless of age, gender, ethnicity or disability.
- Engage and consult all sections of the local community, stakeholders and interested parties.
- Make it easy for people to get involved by helping and supporting groups and individuals with little or no knowledge of the planning system and encouraging involvement from groups that have traditionally not been involved in the planning process.
- Uses appropriate consultation methods in order to maximise involvement.
- Makes sure involvement is effective by listening to the community at an early stage in the planning process.
- Provides feedback on all responses received and keep consultees informed of progress being made.
- Help create a sense of ownership on local planning issues and documents.

1.2 Background and the need for a review

1.2.1 The production of a Statement of Community Involvement (SCI) is a Government requirement. Bradford Council adopted the current SCI on 8th July 2008. However, in recent years there have been a number of significant changes within the planning system which has justified and led to the need to undertake this review. The SCI has been reviewed in light of the following:

- Changes to planning legislation and regulations, including the introduction of:
 - *The Duty to Co-operate*
 - *Neighbourhood Planning*
 - *Community Infrastructure Levy (CIL)*.
- Changes to national and regional planning policy;
 - *Revocation of the Regional Spatial Strategy (RSS) for the Yorkshire and Humber region*

- *Introduction of the National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG)*
 - Changes to the way the Council operates and the consequential impact on services and service delivery;
 - Technological advances and the use of digital technology for communication; and
 - Bradford Councils revised Consultation and Engagement Framework (2016).
- 1.2.2 The changes to planning legislation and regulations noted above have impacted on the plan making process. Whilst it has been simplified, it has placed increased focus on early engagement and community involvement with fewer formal stages and faster working methods, in addition to increased use and availability of electronic communications, such as email and the internet.
- 1.2.3 This revised SCI has been prepared based on the current guidance set out in the following planning legislation and regulations:
- The Localism Act 2011;
 - Planning and Compulsory Purchase Act 2004 (as amended);
 - Town and Country Planning (Local Planning) (England) Regulations 2012;
 - Neighbourhood Planning (General) Regulations 2012 (as amended);
 - The Community Infrastructure Levy Regulations 2010 (as amended);
 - Town and Country Planning (Development Management Procedure) (England) Order 2015; and
 - The Town and Country (General Permitted Development) (Amendment) (England) Order 2018.
 - The Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017
- 1.2.4 This document sets out a revised consultation strategy for the Council's planning functions in accordance with the legislation noted in paragraph 1.2.3 above. It sets out how, when and who could be consulted throughout the preparation of the Local Plan and other statutory planning documents prepared by the Council, and in dealing with planning applications and appeals.

1.3 Equality Act 2010

- 1.3.1 In 2010 the Government introduced the Equality Act. This Act brings together nine separate pieces of legislation into one single Act simplifying the law and strengthening it in important ways to help tackle discrimination and inequality.
- 1.3.2 The Public Sector Equality Duty, which is part of the Equality Act 2010, came into effect on 5th April 2011. The Council must, in the exercise of its functions, have due 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

1.3.3 The Duty covers the following nine protected characteristics, plus an additional one set by the Council:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (Gender)
- Sexual Orientation
- Marriage and Civil partnership (but only in regards to eliminating discrimination)
- Low income / low wage (*Council's additional consideration*)

1.3.4 As part of the preparation of the Local Plan, the Council will undertake and produce an Equality Impact Assessment (EqIA) on a proposed policy, plan or programme to ascertain if there is likely to be any potentially adverse impacts upon any protected characteristic group, and if so how any impacts will be mitigated.

1.3.5 An Equality Impact Assessment has been produced alongside this SCI. This is a supplementary document and can be found on the Council's webpage.

2.0 Bradford District Community Profile

2.1 Bradford's Population

- 2.1.1 The local characteristics of the District are an important determinant in how consultation and participation will be undertaken. The District covers an area of approximately 400 square kilometres and despite forming part of the West Yorkshire conurbation has a varied environment characterised by a mixture of urban and areas of open countryside. The topography of the District is predominantly characterised by moorland to the north and west, pasture on the lower lying hills, and the valleys and floodplains formed by the rivers that run through the District. Approximately one third of the District is built up, with residential and industrial development located predominantly along the Aire, Wharfe and Worth Valley corridors, and along the motorway (M606) corridor to the south of the District.
- 2.1.2 The Bradford District 2011 Census population estimate is 522,452¹. The majority of residents reside in the urban centres of Bradford, Shipley, Baildon, and the freestanding towns of Bingley, Keighley and Ilkley. The remaining population live in a range of settlements of varying sizes, within the more rural areas of the District.
- 2.1.3 The total population of the District is increasing. There has been an estimated population increase of 11% since the 2001 Census. The increase in the District's population is largely due to "natural change" – there have been around 3,500 more births than deaths, although this has been balanced by a larger number of people leaving Bradford to live in other parts of the UK than coming in to live here and a lower number of international migrants.² Population projections predict that the population of the District will increase over the next twenty years.
- 2.1.4 A large proportion of the District's population is dominated by younger age groups. With more than a quarter (29%) of the District's population being aged less than 20 and nearly seven in ten people are aged less than 50. Yet it is known that young people are not a well-represented section of the community. The consultation processes and community engagement techniques advocated in the SCI will need to be tailored to encourage the participation of this group.
- 2.1.5 The age profile of the District is also getting older, with more people living over the age of 75 years. The distribution of the elderly population varies across the District, with highest concentrations of pensioners being in Ilkley, Craven, Shipley, Bingley and Baildon wards.
- 2.1.6 The District has approximately 200,000 homes. The age of the housing stock is varied with nearly 39% of houses built prior to 1919; 34% of dwellings are terraced houses, in the inner city this figure rises to 59%.
- 2.1.7 The majority of the workforce works within the service sector, with 16.1% of the District's resident employees working in retail/wholesale. The percentage of people working within manufacturing continues to decrease from 13.4% in 2009 to 13% in

¹ 2011 Census of Population – Census Release 2.1 (11th December 2012), CBMDC

² CBMDC Population data (2016)

2015. Skills levels are improving with 26.8% of 16 to 74 year olds educated to degree level. But despite the development of new industries and skill levels increasing, on average the District has around 93'500³ (around 1 in 3 people - 28.7%) aged 16-64 not in employment.

- 2.1.8 There is wide variation in the overall income, health, and educational attainment of households in different wards within the District. With a number of wards in the main urban area suffering from high levels of multiple deprivation based on, poorer living environment, low incomes, higher unemployment, higher levels of crime and poorer health status. When compared to some of the outlying areas. Furthermore, the number of households with one or more members with a disability or long term illness is higher than the national average.
- 2.1.9 The population is ethnically diverse. While the largest proportion of the District's population (63.9%) identifies themselves as White British, the remaining 36.1% of the population is of ethnic minority origin, which is an increase of over 11% since the 1991 census. This figure rises to over 50% in some wards comprising the inner city area. The District has the largest proportion of people of Pakistani ethnic origin (20.3%) in England.
- 2.1.10 The District's community characteristics will form a major consideration in seeking to achieve effective and representative methods of engaging the community.

³ Office for National Statistics – Labour Market Profile Bradford (2017)

3 COMMUNITY ENGAGEMENT IN THE BRADFORD DISTRICT

3.1 Background

- 3.1.1 This section sets out the Council's standards and approach for consulting the community; these principals will be applied to the preparation of the Local Plan and determination of planning applications.
- 3.1.2 As a Council we believe that, the community and stakeholders, know things that we don't. Indeed, as users of our services they possess invaluable knowledge and experience. For this reason, we believe that involving them fully and creatively in the design, development and delivery of our planning service is crucial. This will not only ensure that the right services are more likely to be delivered at the first time of asking, it will also mean that they will be of better quality.
- 3.1.3 This section will introduce you to what the Council means by community, community engagement and the methods which we may use to engage you in the planning process.

3.2 What is a community?

- 3.2.1 A community is a group of people living in the same place or having a particular characteristic, attitude or interest in common.
- 3.2.2 The Council acknowledges that a community can be defined in different ways. The Council's Community and Consultation Framework (2016) states that the BDP Partnership recognises the following meaning of 'community':
- **Community of interest** (also referred to as an interest group) – defined by a shared interest, experience or demographic characteristic – e.g. young people, older people, people with disabilities, working population, ethnic minorities.
 - **Community of place** – defined by an area with physical boundaries, such as a village, a parish, a housing estate, a street or neighbourhood. These communities may have similar concerns about issues that affect their local area but they also may differ hugely.
 - **Community by theme:** such as health, education, housing, environment, employment etc.

3.3 What do we mean by community engagement?

- 3.3.1 Community engagement can mean different things to different people. Bradford Council has defined community engagement as:

'The involvement of citizens, through locally based representative bodies and individually, in influencing and shaping those decisions which directly impact on their local environment, the services they receive and the quality of their daily life.'

3.3.2 It is recognised by the Council that all levels of community engagement are carried out in the most appropriate way. Different methods of engagement will be used which are relevant to the activity and circumstances, however our approach to community engagement will include the following methods:

Informing:	Listening:	Consulting:	Involving:	Collaborating:	Empowering:
This is about giving information to citizens, communities and stakeholders on local issues	This is where research is undertaken in order to find out new knowledge and understanding of our community	This is used to have a dialogue with our citizens, communities and stakeholders to inform decision making	This is where citizens, communities and stakeholders are actively involved in the processes of decision-making.	This is when people and organisations are both deciding and acting together and also sharing responsibility.	This is where communities develop and implement their own plans with support from the statutory and voluntary sector.

3.4 Stages and Levels of Community Engagement

3.4.1 The techniques used will involve different stages and levels of community involvement, identified by the Government and the Council and BDP Framework. The general stages of community involvement include:

- Information
- Research
- Consultation and engagement
- Participation
- Feedback

3.5 Methods of Community Engagement

3.5.1 The following methods will be used to engage the community in the preparation of the Local Plan and determination of planning applications:

- Information made available in hard copy format in the main Council buildings or in electronic form on the Council’s website / other organisations website;
- Information made available in newsletters
- Information made available to/consultation with local community organisations;
- Media/press – print, social online, TV and radio
- Public meetings
- Public exhibitions / drop-in sessions
- Video or audio presentations
- Public meetings / area meetings / Local Council meetings
- Focus groups or workshops
- Local Strategic Partnership meetings
- One to one meetings with stakeholders
- Joint consultations

- Neighbourhood forums and partnerships
- Assistance from Planning Aid England with targeted consultations

3.5.2 Further information about these methods, including details of their benefits, limitations and resource implications are set out in Appendix 2.

3.6 Hard to Reach Groups

3.6.1 These are groups or individuals who are likely to be excluded from a consultation unless special efforts are made to include them in the process. It is important to involve hard to reach groups or seldom heard groups in the planning of their area. By doing so, views are sought of as representative a cross section of the community as possible. For example, sections of the community may have views that are different from those of the majority and, if they are not consulted effectively, their views may remain invisible.

3.6.2 Examples of groups or individuals that can be hard to reach include:

- Young and older people
- People with disabilities or sensory loss
- Ethnic minority groups
- Homeless people
- Gay, lesbian, bisexual and transgender community (LBGT)
- Gypsies and travellers

It may also be important to engage the wider inactive' population to ensure a representative approach of wider community including those who would not normally engage.

3.6.3 The Council is committed to engaging these groups in the decision making process. However, in planning a consultation the levels of resources available (staff and finance) are often limited and this will be a major determinant in how a consultation is conducted. Therefore, the Council will aim to consult the hard to reach in a meaningful way, removing as many of the barriers to effective participation as possible. This includes:

- Arranging consultation events at a time (during the day, evening, or weekend) that is most suitable for the groups that are being consulted.
- Arranging consultation events in a venue that is accessible and has facilities for disabled people.
- Holding events in a central and accessible location to the people whose views are sought.
- Providing consultation materials in different formats i.e. large print, tape, Braille, different languages, upon request
- Providing consultation materials in simple, Plain English language that people can understand.
- Providing trained interpreters if required as language is one of the main barriers to communication and participation.

- Sending letters/leaflets providing information about a forthcoming consultation to the local community rather than relying on the Council's Planning Policy Stay Connected system.
- Where possible notices will be placed in local shops and local community groups may be asked to post information on their website.
- Ensuring that respect is shown to the culture and sensibilities of the community whose views are being sought.
- Consultation with young people is more challenging and techniques used for this will need to be tailored to the age of the group that is being consulted. This could be undertaken via, for example local schools or the formal Youth bodies.

3.7 Role of the Voluntary and Community Sector and the Bradford District Partnership

- 3.7.1 The Voluntary and Community Sector (VCS) is represented within the Bradford District by CNet. CNet coordinates the Bradford District Assembly which is the link between the voluntary and community sector and Bradford District's Local Strategic Partnership (LSP). Bradford's LSP is called Bradford District Partnership (BDP); the Assembly is the link between the VCS and BDP.
- 3.7.2 Bradford District Assembly provides a channel to engage directly on key issues facing the sector such as commissioning and the Compact; similarly it provides a route for the partnerships to engage with the District's voluntary and community sector.
- 3.7.3 The Bradford District Partnership (BDP) coordinates and supports the work of the partners and partnerships across the District. These partners share responsibility for making sure that our shared direction is delivered through the new District Plan 2016 – 20. The Health and Wellbeing Board provides leadership and strategic direction to the wider BDP family of partnerships on issues that influence the quality of life of those who live in, work in and visit Bradford.

The Health and Wellbeing Board is supported by 3 Strategic Delivery Partnerships:

- Children's Trust
 - Economic Partnership
 - Safer and Stronger Communities Partnership
- 3.7.4 There are also a number of Consultation and engagement networks which provide service user feedback, manage dialogue with community groups and coordinate community activity. They include:
- Autism Partnership
 - Older People's Partnership
 - Learning Disability Partnership
 - Voluntary and Community Sector Assembly forums
- 3.7.5 The BDP, the thematic action groups and the voluntary and community sector will be involved, as appropriate, in all relevant policy issues on the preparation of the Local

Plan. The Council will continue to draw upon the specialist and expertise knowledge of all relevant community and voluntary organisations, in particular to engage with hard to reach groups within the District.

3.8 Ward Councillors

- 3.8.1 Ward councillors are the important interface between communities and the Council. It is important to involve local Councillors as soon as possible in the process. To facilitate their role in communities Councillors will be offered targeted briefing sessions, where appropriate, to disseminate information in advance or close to the start of the consultation.

3.9 Co-ordinating Consultations

- 3.9.1 In delivering the Local Plan, the Planning Service is committed to undertake joint consultations with other Council departments where possible. The benefits of joint consultation are well known in terms of helping to reduce consultation fatigue, and are a more efficient use of resources (staff time and money). However, the success of joint consultation depends on close inter-departmental working particularly relating to joint work programming for the timetabling of a consultation. To help facilitate this, the Council operates a Consultation Calendar that is available on the Council's website, together with the nature and purpose of the consultation, prior to consultation. The Calendar is regularly updated.

4.0 THE DEVELOPMENT PLAN SYSTEM

4.1 Background

4.1.1 This Section briefly explains the main elements of the planning system that were introduced by the 2004 Planning and Compulsory Purchase Act and subsequently amended by the Localism Act 2011. It is important for the community, stakeholders and other interested parties to gain an understanding of the planning system so that they are aware of the process that they are participating in.

4.1.2 The City of Bradford Metropolitan District Council (CBMDC), as the Local Planning Authority, is required to have in place an up to date Local Plan and determine planning applications.

4.2 Replacement Unitary Development Plan

4.2.1 Prior to 2004, the Council was required to produce a single Unitary Development Plan covering the whole of the Bradford District. Bradford Council adopted its Replacement Unitary Development Plan (RUDP) in October 2005.

4.2.2 The Secretary of State issued a Direction on 30th September 2008 setting out which planning policies were to be saved beyond 31st October 2008. The Direction set out the policies saved until the adoption of the Local Plan. Parts of the RUDP still remain the current development plan for the District. It is gradually being replaced by a number of more up to date Local Plan documents. See below for more detail.

4.3 Local Development Framework (LDF)

4.3.1 The current development plan system was established in the Planning and Compulsory Purchase Act 2004. The Act re-affirmed the importance of the development plan. The Act introduced three elements which when produced would make up the Development Plan for the Bradford District:

- Planning Policy Statements (PPS) – setting out national planning policy.
- Regional Spatial Strategy (RSS) for the Yorkshire and Humber – setting out planning policy for the region.
- Local Development Framework (LDF) – setting out the Core Strategy, planning proposals and policies for the District.

4.3.2 Bradford Council was part way through the preparation of the LDF when the Government introduced the Localism Act 2011. This Act established the requirement for Councils to produce a Local Plan. The work which had been undertaken as part of the LDF has been transferred and used in the preparation of the Local Plan.

4.4 Bradford District Local Plan

4.4.1 The Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011, provides the legal basis for the preparation of the Local Plan.

- 4.4.2 Paragraph 153 of the National Planning Policy Framework makes clear that each local planning authority should produce a Local Plan for its area. The Local Plan is key to delivering sustainable development that reflects the vision and aspirations of local communities.
- 4.4.3 Once elements of the Local Plan become adopted, they will supersede and eventually replace the Replacement Unitary Development Plan (RUDP) and will become the statutory development Plan for the Bradford District.

Local Development Documents

- 4.4.4 The Local Plan comprises of the following two types of Local Development Documents (LDDs); Development Plan Documents and Supplementary Planning Documents. The LDDs to be produced by the Council are set out in the Local Development Scheme adopted in July 2018 (See paragraph 4.4.10 below).

Development Plan Documents (DPDs)

- 4.4.5 These documents form part of the statutory development plan for the District and are subject of an Examination In Public by an independent Planning Inspector. For the District these documents will comprise the following:

- **Core Strategy** This sets out the spatial vision for the District, the strategic framework for guiding development to 2030, as well as more detailed topic based policies and a framework for monitoring and implementing the strategy. Adopted in July 2017.
- **Site Allocations** This identifies sites for the potential development of homes, jobs and open space, as well as areas of natural and historic value which are to be protected.
- **Waste Management** This sets out the Council's spatial strategy for dealing with all types of waste within the Bradford District. It identifies sites for waste management and sets out criteria based policies for the management of waste streams. Adopted in October 2017.
- **Bradford City Centre Area Action Plan** A planning framework focused on Bradford City Centre which will guide the transformation of the city centre regeneration area up to 2030. Adopted December 2017.
- **Shipley and Canal Road Corridor Area Action Plan** A planning framework focused on the Shipley and Canal Road Corridor which will guide the transformation of the area up to 2030. Adopted December 2017.
- **Policies Map** This will show the proposals for the District on an OS Map base, and will be updated as individual documents are

adopted.

- 4.4.6 Development Plan Documents have to go through the following stages as part of their preparation; however the Council may wish to include additional consultation stages should these be required or necessary to address any issues:

Stage 1 - Evidence gathering

Stage 2* - *Pre Submission consultation (*possible additional stage)*

Stage 3 - Pre-Submission consultation on Proposed Submission documents

Stage 4 - Submission of Submission documents to the Secretary of State

Stage 5 - Independent Public Examination

Stage 6 - Inspector's Report (with potential recommendations)

Stage 7 - Adoption

2. Supplementary Planning Documents (SPD)

- 4.4.7 These are non-statutory documents that supplement policies and proposals in a DPD. For example, they may focus on developing a planning brief for a site, or focus on providing detailed guidance on a policy issue such as affordable housing. SPD's are subject of public consultation, but are not subject of an Examination in Public. Once adopted they will form part of the Local Plan and will be used in the consideration of planning applications.

- 4.4.8 The Local Plan DPDs and SPDs are illustrated in a 'Local Plan Family Tree' in Figure 1 on Page 19. The local community, stakeholders and other interested parties will be consulted at various stages of DPD and SPD production; these are set out in Section 5.

Statement of Community Involvement (SCI)

- 4.4.9 This document sets out how the Council intends to engage the community in producing the Local Plan and in the consideration of planning applications. There is no longer a requirement for the SCI to be examined by an independent Planning Inspector, however all Local Plan documents must comply with the requirements for community involvement as set out in this document. The Council is also required to keep the SCI up to date and review it at least every 5 years.

Local Development Scheme (LDS)

- 4.4.10 This document is a three-year rolling work programme that sets out the details, timescales and arrangements for producing the Local Plan for the District. It also highlights stages in the process when community involvement on a particular document is likely to take place. The LDS will be reviewed on a regular basis and linked with the Annual Monitoring Report.
- 4.4.11 The Council's Local Development Scheme (LDS) was reviewed in and an updated programme agreed at Executive in July 2018. It sets out further details on the Council's programme for the preparation of Bradford's Local Plan for the period from 2018 to 2021.

Annual Monitoring Report

4.4.12 The Annual Monitoring Report (AMR) sets out the progress being made in producing Local Plan documents that are detailed in the LDS. It will also examine the effectiveness of policies contained in the Development Plan Documents recommending alterations and review of policies and proposals as and where necessary. The AMR findings will inform the review of the LDS.

Sustainability Appraisal and Strategic Environmental Assessment

4.4.13 All Development Plan Documents and Supplementary Planning Documents will be subject of a combined Sustainability Appraisal and Strategic Environmental Assessment. These are tools which are used at the plan-making stage to assess the likely effects of the plan when judged against reasonable alternatives.

4.4.14 An Sustainability Appraisal will inform the development of Local Development Documents and will test how policies and proposals may impact on social, economic and environmental considerations. Findings arising from these reports will be set out in a report that will be the subject of public consultation.

4.4.15 The Strategic Environmental Assessment is a European Union requirement that seeks to provide a high level of protection of the environment by integrating environmental considerations into the process of preparing certain plans and programmes.

Habitat Regulations Assessment

4.4.16 A Habitats Regulation Assessment, as set out in the Conservation of Habitats and Species Regulations 2010 (as amended), is required if it is considered that a Local Plan is likely to have significant effects on European habitats or species, located in the local planning authority's area or in its vicinity. The Habitat Regulations Assessment will be used to inform the development of planning proposals within the District.

4.4.17 The Bradford District contains the follows areas:

- South Pennine Moors Special Area of Conservation;
- South Pennine Moors Special Protection Area;
- North Pennine Moors Special Area of Conservation; and
- North Pennine Moors Special Protection Area.

4.4.18 Whilst preparing the Core Strategy the Council has undertaken a Habitats Regulations Assessment to ensure that the plan does not lead to adverse effects on the ecological integrity of internationally important habitats or species within or close to the European Sites noted above.

Equality Impact Assessment and Health Impact Assessment

4.4.19 In addition to the statutory planning assessments, all Development Plan Documents and Supplementary Planning documents will be subject of an Equality Impact Assessment and a Health Impact Assessment. These reports will be made available alongside consultation documents for public comment.

Community Infrastructure Levy

4.4.20 Section 206 of the Planning Act 2008 gives certain powers to Local Authorities to introduce a new charge on most types of new development on their area, known as 'Community Infrastructure Levy'. The proceeds or monies of this charge will be collected by the Council and spent on local infrastructure to support development of an area.

Neighbourhood Planning

4.4.21 The Localism Act 2011 devolved planning powers to qualifying bodies such as Town and Parish Councils or designated Neighbourhood Forums to address planning issues for their areas. These powers provide local communities with the opportunity to take responsibility and accountability to develop a shared vision and shape development and growth in their areas.

4.4.22 Neighbourhood planning is one of the five key measures introduced within the Localism Act. There is now a package of non-mandatory neighbourhood planning tools which are available for use by local communities through qualifying bodies should they choose to use them. These relate to the production of:

- Neighbourhood Development Plans (NDP)
Qualifying bodies may produce an NDP which will set out policies and plans for the designed Neighbourhood Area. Subject to conforming to national planning policies and the Council's Local Plan, and gaining support through a local referendum, this plan will be adopted as a formal part of the Local Plan. This means that planning decisions for the area would have to be made in accordance with the NDP (and other parts of the development plan) unless material considerations indicate otherwise.
- Neighbourhood Development Orders (NDO) & Community Right to Build Orders (CRTBO)
Qualifying bodies may produce an Order which can relate to a site or small defined area. With these orders, the community can grant planning permission for new buildings they want to see go ahead. An NDO could allow new homes and offices to be built without the developers having to apply for separate planning permission.

4.4.23 There are currently a number of designated Neighbourhood Areas within the Bradford District for which Neighbourhood Development Plans are being prepared. Up to date information regarding neighbourhood planning in Bradford is available on the Council's Neighbourhood Planning webpage.

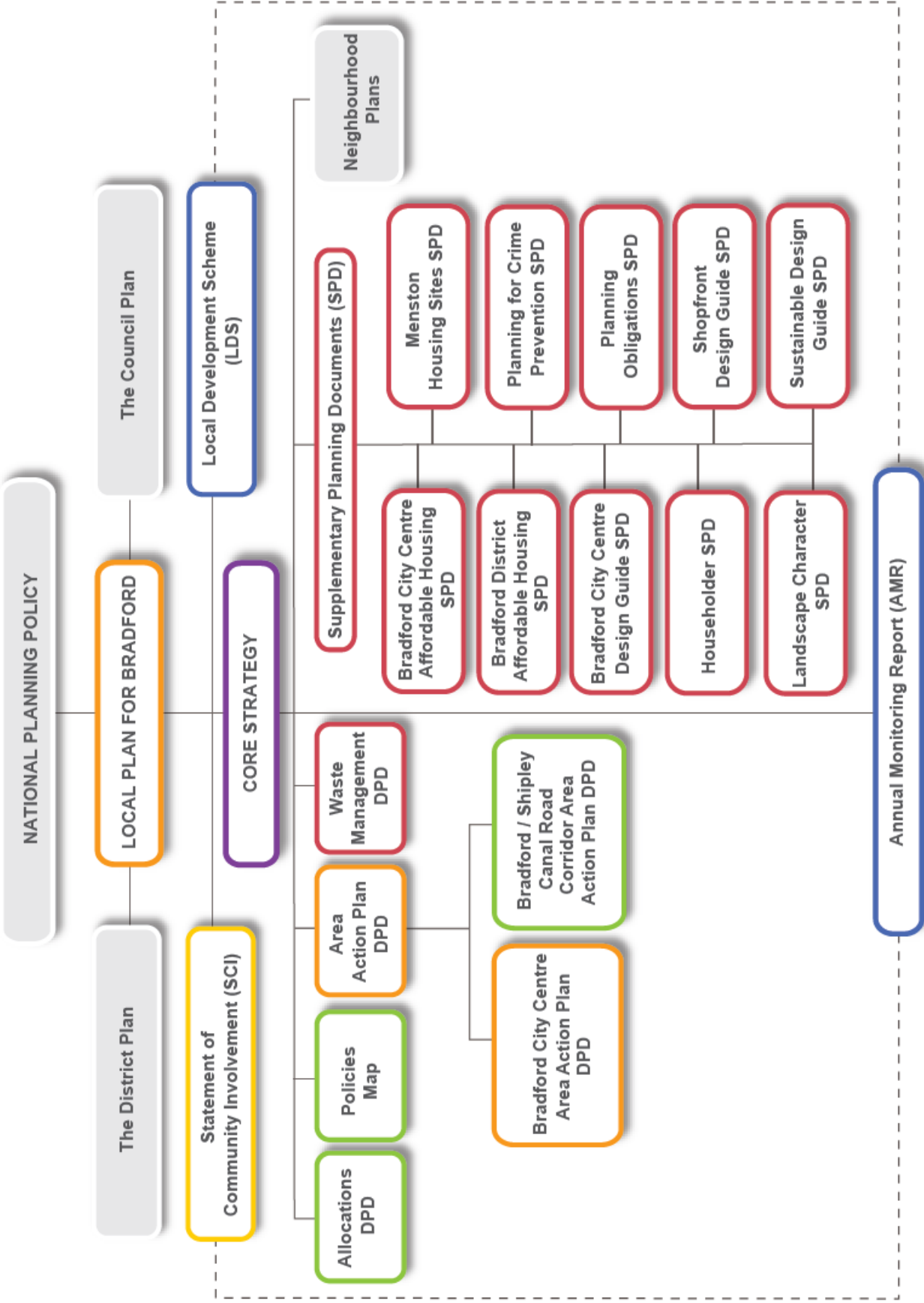
Planning Applications

4.4.24 Planning Applications received by Bradford Council are currently determined using:

- The adopted Replacement Unitary Development Plan (2008) as Saved ;
- National Planning Policy Framework (NPPF) and Guidance (NPPG);
- Core Strategy Development Plan Document (adopted 2017)
- Bradford City Centre Area Action Plan (Adopted 2017)
- Shipley & Canal Road Corridor Area Action Plan (Adopted 2017)
- Waste Management DPD (Adopted October 2017)
- Supplementary Planning Documents (SPDs).

4.4.25 As further elements of the Local Plan become adopted, these will supersede the RUDP and will become part of the statutory development plan for the Bradford District. In addition any Neighbourhood Development Plans which pass referendum and are made will also form part of the Local Plan.

Figure 1: The Local Plan Family Tree



4.5 Links with Other Strategies and Community Initiatives

4.5.1 This SCI encourages a consistent approach to community involvement that utilises existing initiatives and partnership networks, including the Bradford District Partnership (BDP). The Council has a number of strategies that are interrelated. A number of these have a bearing on the Local Plan. Brief details of these are provided below

Bradford District Plan 2016 - 2020

4.5.2 The Bradford District Plan sets out how members of the Bradford District Partnership (the Local Strategic Partnership), which includes the Council along with private, voluntary and community sectors are working together to improve the quality of life for all who live in, work in and visit the Bradford District.

4.5.3 The Plan sets out the long-term ambition for the District and outlines priorities for action over a four year period. Each priority sets out what is seeking to be achieved; key actions that partners are committed to delivering and what people and businesses can do to make a difference. The five clear priorities of the Plan are:

1. Better skills, more good jobs and a growing economy
2. A great start and good schools for all our children
3. Better health, better lives
4. Safe, clean and active communities
5. Decent homes that people can afford to live in.

Bradford Council's Consultation and Engagement Framework

4.5.4 The SCI has been produced in accordance with the Council's revised Draft Community Consultation and Engagement Framework (March 2016). This aims of the framework is to deliver an effective and co-ordinated approach to community engagement, which gives both service users and the wider community a voice to inform the way in which services are planned and delivered to meet their needs and aspirations. The framework aims to deliver the following priorities of:

- Driving up the quality of services making better use of resources in line with community needs and aspirations
- Increase resident and service user satisfaction
- Ensure that all members of the community have the opportunity to be involved in public service delivery decision making
- Widen the involvement of members of the public within the democratic process.

The Bradford District Compact

4.5.5 The Bradford District Compact (The Compact) is a local agreement between public sector and the District's Voluntary and Community Sector and has been renewed in

2015. The aim of the local Compact is to set out a positive framework that will foster closer joint working relationships between these organisations in the provision and delivery of services to meet the needs of the community. The Compact has been produced under the umbrella of the BDP via a working group involving representatives from the Council, health agencies, and the voluntary and community sector.

Other Strategies and Locality Planning

- 4.5.6 The Council will have regard to other local strategies, such as Parish Plans, Neighbourhood Development Frameworks and Village Design Statements etc. that have been produced by the Council, stakeholders and community groups to inform the evidence base as far as they are relevant to a particular Local Plan as well as to make contacts/linkages with consultees.

5 COMMUNITY INVOLVEMENT: LOCAL PLAN PREPARATION

5.1 Background

- 5.1.1 This section sets out the Council's standards and approach for consulting the community in the preparation and any revision of the Local Plan for the Bradford District. It also includes the details of the Council's role and responsibility with regards to Neighbourhood Planning.
- 5.1.2 Bradford Council's Local Development Scheme (LDS), the project plan for the Local Plan, sets out the nature, programme and anticipated timescale of each Local Plan document that will be produced.
- 5.1.3 The paragraphs below summarise who will be involved during the preparation of the Local Plan and what happens during each stage in the process. Details of how and when stakeholders and the local community can get involved are set out within the appendix section for Development Plan Documents, Supplementary Planning Documents, Community Infrastructure Levy and Neighbourhood Planning.

5.2 Local Plan Consultation Framework

Who will be involved in Local Plan preparation?

- 5.2.1 The Town and Country Planning (Local Planning) (England) Regulations 2012 ("The Regulations") sets out the requirements for public participation and consultation in Local Plans. Whilst anyone can respond to a planning consultation, the Regulations specify certain bodies within consultation categories that must be consulted, these are:
1. Duty to Co-operate consultation bodies;
 2. Specific consultation bodies; and
 3. General consultation bodies.

Duty to Co-operate Consultation Bodies

- 5.2.2 The Duty to Cooperate is a legal requirement of the plan preparation process. It was introduced by the Localism Act⁴ and requires Local Authorities to consider strategic planning beyond their boundaries and provide a mechanism to address longer planning issues than can be dealt with by a local authority working alone. The duty:
- Requires that Councils and public bodies 'engage constructively and actively on an on-going basis' to develop strategic policies;
 - Requires that Councils prepare planning policies to address issues so far as relating to a strategic matter
 - Relates to sustainable development or use of land that would have a significant impact on at least two local planning areas;
 - Requires Councils to consider joint approaches to plan making.

⁴ Localism Act 2011, C20, Part 6 Chapter 1, Section 10, Part 33A

- 5.2.3 The National Planning Policy Framework (NPPF) builds upon the requirements of the Localism Act, and states that “Local planning authorities and county councils (in two-tier areas) are under a duty to cooperate with each other, and with other prescribed bodies, on strategic matters that cross administrative boundaries.” (Paragraphs 24, NPPF)
- 5.2.4 The NPPF (paragraph 25) requires strategic policy-making authorities collaborate to identify the relevant strategic matters which they need to address in their plans. They should also engage with their local communities and relevant bodies including Local Enterprise Partnerships, Local Nature Partnerships, the Marine Management Organisation, county councils, infrastructure providers, elected Mayors and combined authorities.
- 5.2.5 The NPPF (paragraph 20) defines strategic policy matters as the overall strategy for the pattern, scale and quality of development, policies which ensure sufficient provision for:
- a) housing (including affordable housing), employment, retail, leisure and other commercial development;
 - b) infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);
 - c) community facilities (such as health, education and cultural infrastructure); and
 - d) conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure, and p
- 5.2.6 The NPPF (paragraph 27) requires that in order to demonstrate effective and on-going joint working, strategic policymaking authorities should prepare and maintain one or more statements of common ground, documenting the cross-boundary matters being addressed and progress in cooperating to address these

The City of Bradford Metropolitan District Council is committed to fulfilling this duty and intends to work closely with neighbouring local authorities and other partner organisations and stakeholders on strategic planning matters and the preparation of Statements of Common Ground as appropriate to the document and issues.

Consultation Bodies

- 5.2.7 The duty to cooperate, specific, general and other bodies or organisations which the Council will consult in accordance with the relevant Regulations⁵ during the preparation of the Local Plan, Neighbourhood Plan documents, and where appropriate, Supplementary Planning Documents and other planning documents is set out in Appendix 3.
- 5.2.8 In addition to the specified consultation bodies, the Council will also offer to notify residents, other persons and/or businesses who have an interest in the preparation of the Local Plan or other planning documents. Any person or organisation may request

to be included on the Council's Planning Policy Stay Connected system by signing up for email updates about planning and building control

- 5.2.9 The Council's Planning Policy Stay Connected system is continually updated as consultations have taken place and as individuals or groups have requested to be included or removed. Any individual or group can request to register themselves on the database by telephoning the Local Plan Group on 01274 433679 or emailing planning.policy@bradford.gov.uk.
- 5.2.10 As part of the plan making process the Council will produce a Statement of Consultation which will outline who has been consulted on the document. Within this document the Council will only publish the name of the person who has submitted a representation. Any other contact details shall remain confidential in accordance with the Data Protection Act 2018.

Planning Aid England

- 5.2.11 Planning Aid England is funded by the Royal Town Planning Institute (RTPI) and offers a range of planning services and support in order to empower individuals and communities to engage in the planning process. The organisations ethos is that 'everyone should have the opportunity to get involved in planning their local area and provide people with the tools and knowledge to achieve this'.
- 5.2.12 Planning Aid England (PAE) provides advice and guidance on all aspects of the planning system depending on individual needs and eligibility for further support. PAE can help individuals to:
- Understand how the planning system works
 - Comment on planning proposals
 - Get involved in the preparation of the Local Plan
 - Draw up your own community plan or strategy
 - Apply for planning permission or appeal against the refusal of permission
- 5.2.13 Planning Aid England operates telephone advice lines to support communities; their web address and contact information can be found in Section 8. Their services will also be promoted on Bradford Council's webpages for the community to access.
- 5.2.14 The Council will seek consultation and engagement support from Planning Aid England, if required and available, on its Local Plan consultations.

5.3 PREPARATION OF DEVELOPMENT PLAN DOCUMENTS

- 5.3.1 The formal process for the preparation and production of Development Plan Documents is set out in Part 6 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The Council, wherever possible, seeks to 'frontload' consultation on DPDs to ensure that key issues are identified and any outstanding matters are resolved as early as possible in the process.

- 5.3.2 The LDS sets out the Council's programme for Local Plan preparation including DPD's and Supplementary Planning documents (SPDs).
- 5.3.3 The paragraphs below summarise what happens at each stage in the process and Appendix 4 sets out how and when key stakeholders and the local community can get involved within the process.

- **Stage 1 – DPD Pre-production - Evidence Gathering**

- 5.3.4 This stage will involve the Council gathering and developing a range of evidence to support the preparation and development of the document. This information will ensure that the Council has a good understanding of the planning issues before it starts to prepare the DPD. At this stage there is no formal consultation period, however the Council will informally consult the duty to co-operate, specific and general consultation bodies, and residents or other persons carrying out business in the area, where appropriate, to identify priorities and aspirations to inform the preparation of the DPD. There may also be some limited targeted consultation on elements of technical evidence which will be used to inform the plan, as appropriate and in line with good practice.

- **Stage 2 – DPD Production – Pre-submission Consultation**

- 5.3.5 This stage is not a statutory requirement within the Regulations; however the Council may wish to add an additional consultation stage at this point to build upon any initial consultation undertaken in Stage 1. The Council will develop a range of options to address the identified issues and concerns raised and set them out in a Preferred Options Report. A Sustainability Appraisal and Habitats Regulations Assessment will be undertaken to assess both the sustainability impacts of each option presented and assess the likelihood of impacts on the habitats of the designated European Sites. An Equality Impact Assessment and Health Impact Assessment will also be undertaken at this stage to begin to identify any potential impacts in relation to equalities and health. The Council will undertake formal public consultation on the DPD for a minimum of six weeks inviting representations on the document. However the Council may extend this period if it overlaps with any defined holiday period, such as Christmas for example. The Council will formally consult the specific, general and duty to cooperate consultation bodies; and any other key stakeholders and the local community, as appropriate and relevant to the DPD..

- **Stage 3 – DPD Production - Pre-submission Consultation on the Proposed Submission Document**

- 5.3.6 Building upon the consultation undertaken in Stages 1 and 2, the Council will produce a Publication draft DPD document. A further Sustainability Appraisal, Habitats Regulations Assessment, Equality and Health Impact Assessments will be undertaken during the preparation of the DPD to assess the impact of the policies set out in the final version of the plan. The Council will undertake formal consultation for a minimum of six weeks inviting representations on the document; however this may be extended if it overlaps with any defined holiday periods such as school holidays, Easter or Christmas. It should be noted that only those bodies and persons who

submit a representation to the Council at this stage will have the right to be heard at the Examination in Public (Stage 5).

- **Stage 4 – DPD Submission of documents to the Secretary of State**

5.3.7 Following consultation at Stage 3 and consideration of the representations received, the Council will submit the 'final' version of the DPD (Submission version) to the Secretary of State for independent examination by the Planning Inspectorate. This may include a set of proposed modifications to the DPD which will also be considered by the Inspector.

- **Stage 5 – DPD Examination**

5.3.8 The purpose of the Examination is to consider the "soundness" of the plan and whether it meets the legal requirements as set out in the relevant legislation and regulations. A Planning Inspector will be appointed by the Government to carry out an independent Examination. The conduct of the Examination is usually hearing sessions whereby representors can present their comments orally to the Inspector during the sessions. The Examination may, however, be wholly by written representations; this will be determined by the Inspector. During the Examination the Inspector may pose additional questions to the Council and other representors to help his/her understanding of the issues. These questions and the responses given will be made publically available, usually on the Council's website. The Examination may result in modifications to the plan being required in order to make the DPD 'sound'. If these modifications are deemed to be significant 'material changes' to the DPD then the Inspector may advise that the Council undertakes a further round of public consultation on these changes. This consultation will usually be for six weeks.

- **Stage 6 – DPD Inspector's Report (with potential recommendations)**

5.3.9 Following the Examination, the Inspector will publish a report which outlines his/her decision on the "soundness" of the DPD and any recommendations and/or modifications which are required before the plan is adopted. This report will be made publically available and consultees will be notified.

- **Stage 7 – DPD Adoption**

5.3.10 Upon receipt of an Inspectors report, the Council will consider the recommendations and any modifications to the DPD and then make the decision whether to formally adopt the DPD. If adopted, the Council will produce an Adoption Statement, advertise that the DPD has been adopted and make the document available for public inspection at the main Council Planning Office and on the Council's website.

5.4 PREPARATION OF SUPPLEMENTARY PLANNING DOCUMENTS

5.4.1 The purpose of a Supplementary Planning Document (SPD) is to provide additional information and guidance on planning policies in a development plan. They can cover a wide range of issues and are used to expand on planning policies contained in a development plan and must be in conformity with the Council's Local Plan and

consistent with national planning policy – the National Planning Policy Framework (NPPF).

5.4.2 The formal process for the production and preparation of Supplementary Planning Documents is set out in Part 5 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The preparation and production of an SPD is a slightly different process to a DPD and often an SPD can be completed much quicker as they only have to undergo one round of consultation and this is for a minimum of 4 weeks, unlike the 6 weeks for DPDs. SPDs are not required to undergo an Examination in Public. However they are still subject of a Sustainability Appraisal.

5.4.3 The LDS sets out the Council's programme for Local Plan preparation including Supplementary Planning documents.

5.4.4 The paragraphs below summarise what happens at each stage in the process and Appendix 5 sets out how and when key stakeholders and the local community can get involved within the SPD preparation process.

- **Stage 1 – SPD Pre-production**

5.4.5 This stage will involve the Council gathering and developing a range of evidence to support the preparation and development of the document. This information will ensure that the Council has a good understanding of the planning issues before it starts to prepare the SPD. At this stage there is no formal consultation period, however the Council will informally consult any stakeholders or bodies it considers appropriate in order to prepare the SPD.

- **Stage 2 – SPD Production**

5.4.6 After considering any consultation responses at the Pre-Production Stage (Stage 1), the Council will then draft the SPD. A Sustainability Appraisal report will be undertaken to assess the likely impacts of the draft SPD and seek to mitigate against these where possible. The Council will undertake public consultation for a minimum of 4 weeks; however this may be extended if the period overlaps with any holiday period. The Council will formally consult with the duty to co-operate, specific and general consultation bodies and with residents and local businesses. Following the consultation, the Council will produce a Statement of Consultation document which will set out the main issues raised during the consultation on the Draft SPD, and also explaining how the representations received have been dealt with/considered.

- **Stage 3 – SPD Adoption**

5.4.7 Following the consultation at Stage 2 and following consideration of any representations made the Council will where necessary modify the SPD. After this, the Council will then move to adopt the SPD.

5.5 COMMUNITY INFRASTRUCTURE LEVY

- 5.5.1 The Community Infrastructure Levy (CIL) is a levy which the Council may charge on new developments within the Bradford District. The money raised from the collection of CIL will help the Council pay for new infrastructure such as schools, transport, parks, open spaces and other community facilities required to support new housing and economic development within the District. CIL has been prepared by the Council alongside the Local Plan for Bradford.
- 5.5.2 The formal process for the preparation and production of the Community Infrastructure Levy is set out in the Community Infrastructure Levy Regulations 2010, as amended in 2011.
- 5.5.3 The Bradford District Community Infrastructure Levy Charging Schedule was formally approved by Full Council on 21 March 2017 and took effect from 1 July 2017 following an independent Examination in October 2016. Opportunities for public consultation may occur in the future should CIL need to be reviewed or updated by the Council.
- 5.5.4 The paragraphs below summarise what happens at each stage in the process and Appendix 6 sets out how and when key stakeholders and the local community can get involved within the CIL preparation or review process.

Stage 1 – CIL Preliminary Draft Charging Schedule

- 5.5.5 This stage involves the Council developing a range of evidence to support the Council's initial proposals for the levy. This is based on evidence about the infrastructure needs of the District and viability evidence of the ability of development in the area to fund the infrastructure required in the area. Bodies identified in CIL Regulation 15 were consulted as well as consultation with relevant stakeholders and interested parties such as developers, land businesses, residents and voluntary organisations. Any representations made on the Preliminary Draft Charging Schedule were considered and amendments made where required. A statement of consultation sets out the record of the consultation.

Stage 2 – CIL Draft Charging Schedule

- 5.5.6 The Council will produce a Draft Charging Schedule considering the comments made at the Preliminary Draft Charging Schedule stage. Stakeholder, interested parties identified in the CIL Regulation 16 and the wider community will be consulted. The Council will publish a final draft charging schedule on which representations can be made prior to its submission for independent examination. The consultation will take place for a minimum of 6 weeks.

Stage 3 – CIL Submission

- 5.5.7 Following consultation at Stage 2 and consideration of the representations received, the Council send the CIL document (including a charging schedule) to the Secretary of State with relevant supporting information to be examined. This may include a set of proposed modifications which will also be considered by the Inspector.

Stage 4 – CIL Examination

- 5.5.8 The purpose of the Examination is to consider the “soundness” of the Community Infrastructure Levy and whether it meets the legal requirements as set out in the relevant legislation and regulations. A Planning Inspector will be appointed by the Government to carry out an independent Examination. The conduct of the Examination is usually hearing sessions whereby representors can present their comments orally to the inspector during the sessions. The Examination may, however, be wholly by written representations; this will be determined by the Inspector. During the Examination the Inspector may pose additional questions to the Council and other representors to help his/her understanding of the issues. These questions and the responses given will be made publically available, usually on the Council’s website. The Examination may result in modifications being required in order to make CIL ‘sound’. If these modifications are deemed to be significant ‘material changes’ to the DPD then the Inspector may advise that the Council undertakes a further round of public consultation on these changes. This consultation will usually be for six weeks.

Stage 5 – CIL Inspectors Report

- 5.5.9 Following the Examination, the Inspector will publish a report which outlines his decision on the “soundness” of CIL and any recommendations and/or modifications which are required before CIL can be adopted. This report will be made publically available and consultees will be notified.

Stage 6 – CIL Approval and Publication of an adopted CIL Charging Schedule

- 5.5.10 Upon receipt of an Inspectors report, the Council will assess the recommendations and any modifications to CIL and then move to formally adopt it. The Council will produce an Adoption Statement, advertise that the DPD has been adopted and make the document available for public inspection at the main Council Planning Offices and on the Council’s website.

5.6 NEIGHBOURHOOD PLANNING

- 5.6.1 Neighbourhood Planning is a new right for communities introduced through the Localism Act 2011. For the first time, local people can have a say in helping to shape development in the areas where they live. It empowers communities to shape development through Neighbourhood Plans which will become part of the development plan and will form the basis for determining planning applications for an area.
- 5.6.2 Communities are in the driving seat with neighbourhood planning. In parished areas, Town and Parish Councils will lead on the work. In areas that are not parished, communities can form a Neighbourhood Forum, subject to specified procedures, to take the lead. In areas that are predominately business in nature, such as a high street or business park, a Business Neighbourhood Plan could be produced through a Business Neighbourhood Forum. It is a community decision whether or not to prepare a Neighbourhood Plan given the issues, resources and timescales available.

5.6.3 The Local Authority has a duty to support bodies undertaking Neighbourhood Planning and making decisions at key stages in the process, for example organising the independent examination and as the responsible authority for running elections in the area, the neighbourhood referendum at the end of the process. Bradford Council's policy with regards to the duty to support qualifying bodies is set out in Figure 2 below. This is an extract from the Local Council's Charter (2015) which sets out the Council's governance and duty to support arrangements.

Figure 2: Bradford Council's Duty to Support Statement for Neighbourhood Planning bodies

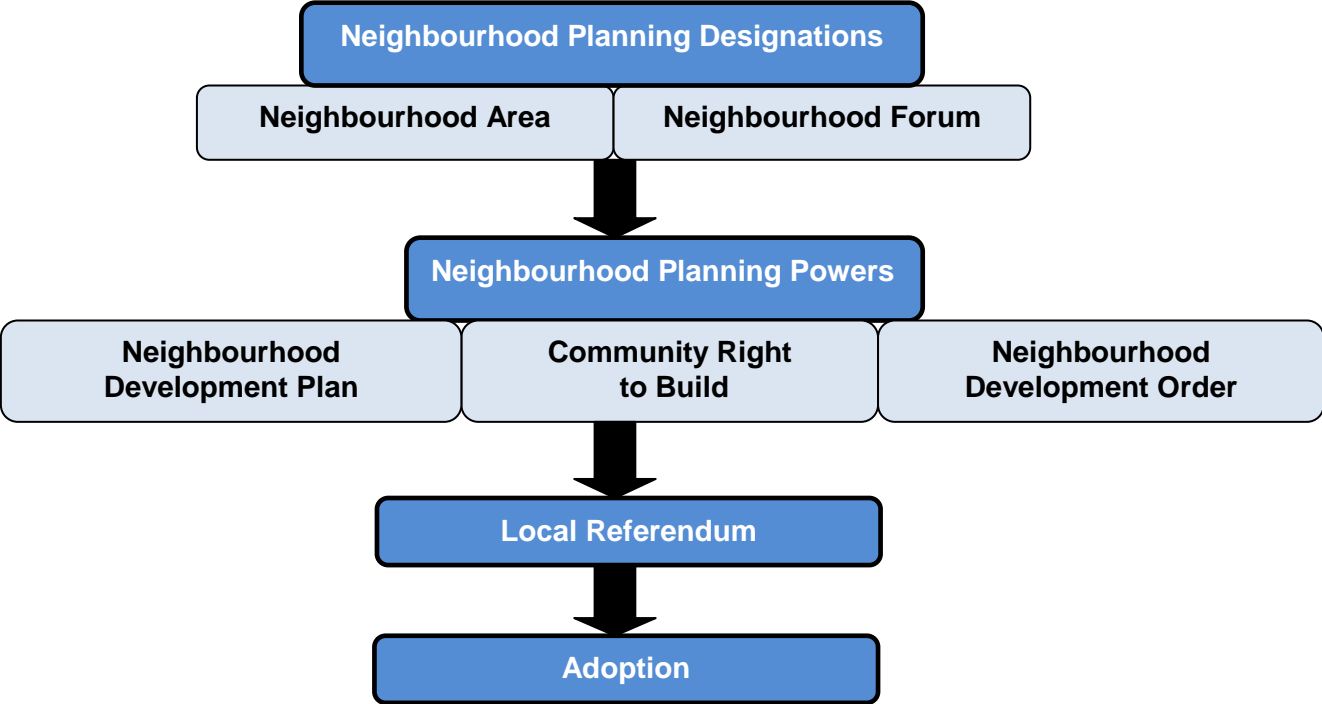
The Council will, subject to resources and work priorities, provide the following in-kind support and assistance to qualifying bodies undertaking Neighbourhood Planning functions within the Bradford District:

- Make available, wherever possible, Bradford Council's planning data and information for the qualifying body to use in the preparation of their Neighbourhood Development Plan or Order, as part of their evidence base.
- Subject to officer availability, attendance at Local Council meetings to facilitate an on-going dialogue with the qualifying body and to provide advice (e.g. consultation and engagement).
- Help with engagement and consultation events and where possible attend consultation events.
- Provide advice on assessments and evidence.
- Provide advice on conformity with national and local plan policies with which they will need to fit.
- Helping communities communicate with external partners where this is required.
- Provide advice on the legal requirements of neighbourhood planning under the Localism Act.
- Provide professional advice and support prior to formal submission of a Plan to Bradford Council for examination.
- Publish relevant details on the Council's Neighbourhood Planning webpage.
- Provide a single point of contact for the qualifying body.

Extract adapted from Appendix 7 of the Bradford Council's - Local Council's Charter (2015)

5.6.4 Figure 3 below summarises the neighbourhood planning process and the available tools which can be used. Appendix 7 sets out these stages along with how and when key stakeholders and the local community can get involved within the Neighbourhood Planning process.

Figure 3: Neighbourhood Planning Process



5.6.5 Neighbourhood planning is still evolving; we are all still learning about the processes involved. Please note that this is a guide to Neighbourhood Planning consultation and sets of the legal and recommended measures to be taken. Legislation and policy is subject to change from time to time and users of this document should check the latest position to ensure the full legal requirements are being fulfilled.

5.7 Co-ordinating Consultations

5.7.1 In delivering the Local Plan the Planning Service is committed to undertake joint consultations with other Council departments where possible. The benefits of joint consultation are well known in terms of helping to reduce consultation fatigue, and are a more efficient use of resources (staff time and money). However, the success of joint consultation depends on close inter-departmental working particularly relating to joint work programming for the timetabling of a consultation. To help facilitate this, the Council operates a Consultation Calendar that is available on the Council’s website, together with the nature and purpose of the consultation, prior to consultation. The Consultation Calendar is regularly updated.

5.8 Access to Information

5.8.1 Information relating to the Local Plan will be made available in a variety of ways. The Local Plan will be made available to view and download on the Council’s web site at www.bradford.gov.uk/planningpolicy. Public access to the Internet is available at all libraries across the District and in the main Council customer offices.

5.8.2 Paper copies of Local Plan documents will be made available for inspection upon request at the Council's principal offices during normal office hours and main libraries at:

Council Offices:

- Britannia House Broadway, Bradford, BD1 1HX
- Keighley Town Hall Bow Street, Keighley, BD21 3PA

District Libraries:

- Bradford City Library Centenary Square, Bradford, BD1 1SD
- Bradford Local Studies Margaret McMillian Tower, Princess Way, Bradford, BD1 1NN
- Bingley Library 5 Rise Shopping Centre, Bingley, BD16 1AW
- Ilkley Library Station Road, Ilkley, LS29 8HA
- Keighley Library North Street, Keighley, BD21 3SX
- Shipley Library Wellcroft, Shipley, BD18 3QH

5.8.3 Copies of Local Plan documents will also be made available for inspection in local/community libraries where the content of that document is specific or relevant to a local area.

5.8.4 Copies of Neighbourhood Planning documents, which relate to a small or parished area, will be placed in the Council's main office along with the libraries within and adjoining the settlement or parish which is the subject of the consultation.

5.8.5 All documents and information will be made available in Braille, large print, audio, and in different languages upon request made to the Council.

5.8.6 The Council will make available hard copies of documents upon request during a consultation period. However the Council reserves the right to make a reasonable charge for the document to cover administration, materials, and printing costs. The cost of documents will vary depending on its size and any requirements to use colour printing; these will be made available during the consultation upon request. This is in accordance with Regulation 35 and 36 of the Town & Country (Local Planning) (England) Regulations 2012.

5.8.7 The Council, in producing documentation relating to the Local Plan, will seek to make publications as user friendly to the reader as possible by using Plain English and avoiding an over use of planning jargon. It will seek as far as practicable seek to make them printer friendly.

5.8.8 Newspaper articles and press releases in the local press and the Council's Planning Policy Stay Connected system will keep people informed of progress being made on the Local Plan and of any imminent public consultation events.

5.9 Reporting Back

- 5.9.1 The Council is committed to providing the community with feedback on the results of consultation. As part of the reporting back process the Council will produce a summary of representations; this will summarise any comments received and provide details of any amendments that have been made, or why an amendment has not been made to a proposed LDD resulting from the consultation.
- 5.9.2 Any person making representations during an informal or formal consultation period for a Local Plan document will receive acknowledgement of the receipt of their comments. They will also be included on the Planning Policy Stay Connected system and kept updated at subsequent key stages in the development plan process.
- 5.9.3 A formal Statement of Consultation will be produced at later stages in the LDD process; the public will be given the opportunity to comment on this document. This report will set out who was consulted, how they were consulted, and will summarise all comments received, together with the Council's response to those comments. The Statement will also report on any changes that have been made to a particular LDD as a direct result of comments received during the consultation process.
- 5.9.4 Members of the Council will consider the Statement of Consultation at the appropriate Committee, Executive or Full Council meeting. (After consideration by Members, any unresolved objections to a Submission DPD will be referred to an independent Inspector for consideration at Examination. However, any unresolved objections to a SPD will only be considered by the Council, as an Examination does not form part of the SPD process.)
- 5.9.5 Statements of Consultation reports will be made available (along with other documents that comprise an LDD) to view on the Council's website at: www.bradford.gov.uk/planningpolicy and at the Council's main planning offices and main libraries listed in paragraph 5.8.2.

5.10 Data Protection – Local Plans

The Data Protection Act 2018 aims to protect individuals with the regards to the processing of personal data.

- 5.10.1 The preparation of Local Plan documents is governed by this legislation and must adhere to a series of regulations and procedures. During consultations, the Council will clearly outline how it will use personal information and data that it received on a comment or representation form, see sample notice below.

How the Council will use your details

The personal information you provide during this consultation will be processed in accordance with the requirements of the Data Protection Act 2018 It will be used only for the preparation of documents as required by the Planning and Compulsory Purchase Act 2004. Your title, name, organisation, town name, post code district and representation will be made publicly available when displaying and reporting the

outcome of this statutory consultation stage, and cannot be treated as confidential. Other personal details, such as your address and signature, will be treated as confidential. The Council cannot accept any anonymous comments.

Your details will remain on the Council's Planning Policy Stay Connected system and will be used to inform you of future planning policy matters and procedures. If at any point in time you wish to be removed from the database, or to have your details changed, please contact the Development Plans team on 01274 433679 or planning.policy@bradford.gov.uk.

- 5.10.2 During the latter stages of plan making, in accordance with the relevant regulations, the Council will be required to publish comments it has received and submit these to an independent Planning Inspector for their consideration, therefore personal details may be made public. The Council will outline this fact at the time of consultation. Anyone wishing to remove their details at this stage may be required to withdraw their representation.
- 5.10.3 The Local Plans Team maintain a Council's Planning Policy Stay Connected system which is used for internal purposes only and will not be shared. Organisations and members of the public can request to be added to the consultation lists in order to be notified of any planning consultations.

6 COMMUNITY INVOLVEMENT: PLANNING APPLICATIONS

Background

- 6.1.1 The Council's Development Management Team deals with approximately 3,500 planning application and other related applications per year.
- 6.1.2 The National Planning Policy Framework emphasises the importance of community involvement in planning decisions and the statutory requirement for publicising planning applications is set out in The Town & Country Planning (Development Management Procedure) (England) Order 2015.
- 6.1.3 The planning application process can be divided into three consultation stages;
1. Pre application stage;
 2. Planning Application stage; and
 3. Post application stage.

Community consultation at each stage, and for the different types of planning applications, is set out below.

PRE APPLICATION STAGE

- 6.2.1 The Council encourages potential applicants to contact the Council to obtain pre application advice before the submission of a formal application. The aim of this is to provide greater clarity and certainty to applicants and developers by identifying planning issues and requirements at the earliest possible stage and speed up the planning process. It is important to note that any advice given as part of a pre application enquiry will not prejudice the Council's final decision once a formal planning proposal has been submitted for consideration.
- 6.2.2 The Council's Development Management Team provides pre application advice in two ways:

Pre Application Approach for Major Developments

- 6.2.3 The Development Management Team aims to provide a coordinated approach to major development proposals from the initial pre application enquiry through to submission of a formal application
- 6.2.4 The Council encourages developers to carry out community consultation at the pre application stage so that the community, local groups, councillors and Parish/Town Councils can have an early input into the formation of their development proposals.
- 6.2.5 The Development Management Team is willing to provide advice about pre application consultation but cannot prescribe how a developer conducts a consultation. The type and level of consultation required should be based on the nature and scale of the draft development proposal. However, for all major schemes this should include:
- Sending a letter to local residents, businesses and people adjoining the proposed development site together with any other properties that could have a material interest in the development, informing them of the site of the proposed development and also stating where they can find out more information.

- Sending a letter to the Parish or Town Council, or Neighbourhood Forum network where relevant informing them of the site of the proposed development and also stating where they can find out more information.

- 6.2.6 For housing proposals of 50 units or more or other development proposals with significant local issues which mean that the development could be perceived as particularly sensitive or controversial, the Council advocates wider community involvement at the earliest possible opportunity. In such circumstances, the Council recommends that developers hold a public meeting, and/or display their proposals at a venue in the immediate locality. Events should be arranged at a time to allow for a wide section of the community to attend. Such events should clearly explain the facts regarding a draft proposal without bias, and should provide an opportunity for people to make any comments.
- 6.2.7 The Development Management Team will generally be able to advise developers about those developments that are likely to be particularly sensitive or controversial.
- 6.2.8 On submission of a major planning application, applicants are required to submit a supporting statement describing the extent of the pre application consultation undertaken, any outcomes and how proposals have been amended to reflect the outcomes from that consultation. However, it is recognised that community concerns will not always be overcome through this consultation exercise.
- 6.2.9 It is also important to note that the Council cannot refuse to accept a valid planning application because it disagrees with the way in which an applicant has undertaken community consultation. However failure by the developer to undertake a consultation exercise could lead to objections being made which could be material to the final determination. The aim of the process is to encourage discussion before a formal application is made and therefore to avoid unnecessary objections being made at a later stage.

Pre Application Approach For Minor Developments

- 6.2.10 This pre application advice service is aimed at minor residential and commercial development proposals.
- 6.2.11 Applicants are encouraged to discuss their draft proposals with their neighbouring properties/landowners and other interested parties. Early discussions can help to avoid confusion regarding a proposal, and potentially minimise any future objections.
- 6.2.12 Further information about the Council's Pre Application advice service for major and minor planning applications can be obtained from the Council's website at www.bradford.gov.uk/planning and click on "Planning and Building Control Advice".

PLANNING APPLICATION STAGE

- 6.3.1 The statutory publicity requirements for planning applications are set out in The Town & Country Planning (Development Management Procedure) (England) Order 2015. These requirements together with other forms of statutory publicity are set out in Table 2.

Publicity on Planning Applications

Type of development proposed by planning application	Publicity / consultation method
Development where the application is accompanied by an environmental statement	Press Notice and Site Notice
Development that is a departure from the Development Plan	Press Notice and Site Notice
Development affecting a Right of Way	Press Notice and Site Notice
Major development ⁴	Press Notice and either Site Notice or Neighbour Notification
Minor development	Site Notice or Neighbour Notification
Development affecting the setting of a Listed Building	Press Notice and Site Notice
Development affecting the character or appearance of a Conservation Area	Press Notice and Site Notice
Listed Building Consent	Press Notice and Site Notice

- 6.3.2 The Council will apply the statutory publicity requirements in order to ensure the most efficient, consistent and proportionate approach to the publicity of planning applications. On this basis the Council will undertake different forms of publicity depending upon whether the application relates to residential and commercial development or householder development.
- 6.3.4 For other applications types such as listed building consent, advertisement consent and certificates of lawfulness the statutory requirements will be applied.
- 6.3.5 If the application site is within an area where there is a Parish or Town Council, they will be notified about the proposal. The Council's Parish Council Protocol sets out the precise consultation arrangements.
- 6.3.6 The Council also publishes a weekly list of valid planning applications received on the Council's website at www.bradford.gov.uk/planning and click on "view planning applications".

Publicity: Site Notice

- 6.3.7 For residential, industrial and commercial planning applications the Council's preference is to publicise applications by site notice. Site notices will also be used for prior notification applications where the form of publicity to be used is not prescribed.
- 6.3.8 In isolated areas where there are no immediate residential neighbours to the application site or the adjoining properties are flats a neighbour notification letter will not be the most effective form of publicity. In such instances we will use a site notices instead of or in addition to neighbour notification letters.
- 6.3.9 All site notices are displayed on yellow laminated card and contain the applications reference number, a description of the proposal, state where the plans can be

inspected, explain how to comment, and the timescale for response. The timescale for responses will be at least 21 days.

Publicity: Press Notices

- 6.3.10 A press notice or advertisement posted in a local newspaper will describe the proposal, where plans can be inspected, how to comment and the timescale for a response, which is normally 21 days.
- 6.3.11 However, press notices are not generally the most effective means of bringing proposals to the attention of those most likely to be affected. Consequently, the Council will only use press notices where there is a statutory requirement to do so.

Publicity: Neighbour Notification Letters

- 6.3.12 For householder applications the Council's preference is to undertake publicity in the form of neighbour notification letters to adjacent residential properties (excluding flats). Where relevant, for residential, industrial and commercial planning applications the Council will send neighbour notification letters to residential properties (excluding flats) to supplement site notices. The Council will normally notify the owners/occupiers of residential properties adjoining the application site. Other residential properties will generally only be consulted where they will be materially affected by a particular proposal.
- 6.3.13 Neighbour notification letters will contain an application's reference number, describe the proposal, state where the plans can be inspected, and explain how to comment along with the timescale for response, which is normally 21 days.
- 6.3.14 Neighbour notification will be undertaken in addition to any statutory requirement to display a site notice and/or publish a press notice.

Other Publicity

- 6.3.15 For exceptional large developments which materially affect substantial numbers of people the usual forms of publicity outlined above may not be adequate. In certain cases it may also be appropriate to undertake additional publicity through social media, local community groups and/or the Council's neighbourhood forums.
- 6.3.16 More information about the Council's approach to Publicity for Planning Applications can be found in "Publicity Code of Practice" which can be found on the Council's website at www.bradford.gov.uk/planning.

Consultation on Planning Applications

- 6.3.17 The Town & Country Planning (Development Management Procedure) (England) Order 2015 sets out the statutory requirements for consultations on planning applications and specifies the bodies to be consulted dependent on the type of application. In addition, the Council will also consult other non-statutory consultees such as other Council services and local amenity groups where relevant. Consultees are normally allowed 21 days to respond. However, some statutory consultees will be allowed a longer period of time to comment on applications where this is prescribed by legislation.

Commenting on a Planning Application

6.3.18 Electronic copies of planning applications including plans and supporting information can be viewed on the Council's online planning system. Representations must be made in writing through the Council's online planning system or by letter and should clearly state the reasons for objecting to or supporting the application.

6.3.19 The Council can only take into account planning issues when determining an application. There is no exhaustive list of material planning considerations, but the following issues are likely to be relevant in most cases:-

- Adopted Development Plan
- National Planning Policy and Practice Guidance
- Considerations of highway safety
- Residential amenity
- Design, appearance and layout
- Character of a layout
- Noise, disturbance and smells
- Impact on trees, listed buildings and conservation areas
- Visual impact

Examples of issues that are not planning matters include:

- Loss of a view
- Private rights such as restrictive covenants, private rights of way and rights to light
- Land ownership
- Boundary or access disputes
- Objections on grounds of business competition
- Effects on property value
- Moral or personal opinion
- Matters covered by other legislation
- The reputation of the applicant/developer
- Nuisance caused by building work
- Speculation about future developments

6.3.20 If the application is amended significantly after the initial publicity, the decision to re-publicise the application is at the Council's discretion, taking into account the following considerations:

- Were objections or reservations raised at an earlier stage substantial and in the view of the Council enough to justify further publicity?
- Are the proposed changes significant?
- Did earlier views cover the matters now under consideration?
- Are the matters now under consideration are likely to be of concern to parties not previously notified?

6.3.21 Where the amendment is significant the Council will normally re-notify all those notified in the first place together with those who have made representations and any others not previously notified, who may now have an interest in the application. However if the amended scheme will only affect one neighbouring property it will not be necessary to notify all other adjoining neighbours.

6.3.22 The time period for response to re-publicity is normally restricted to 14 days in order to ensure that the Council can make a decision on the application within the statutory determination period.

6.3.23 By law, all written representations are made available for public inspection. Further information about how the Council deals with comments can be found on the 'Comments or object to a planning application' page on the Council's website.

How Planning Decisions Are Made

6.3.24 The Planning Officer will consider the representations received together with the information contained in the application against the relevant policies in the Development Plan and other material considerations. A report will be prepared and a formal recommendation made as to whether planning permission should be granted (subject to conditions) or whether it should be refused.

6.3.25 In the majority of cases the decision to approve or refuse planning permission will normally be taken by a Senior Planning Officer who has delegated powers³ to act on behalf of the Council.

6.3.26 In other cases the application will be decided by one of the Council's two Area Planning Panels (Bradford or Keighley) or the Regulatory and Appeals Committee. These comprise of locally elected Members and meet approximately every 4 weeks. The applicant and all persons who have submitted comments will be notified 7 days in advance of the meeting.

6.3.27 Area Planning Panel agendas and reports will be published on the Council's Committee Minutes webpages 5 working days before the meeting.

6.3.28 More Information about what happens at planning panels and the Council's public speaking arrangements can be found at Public Speaking at Area Planning Panels and Regulatory and Appeals Committee on the Council's website.

POST APPLICATION STAGE

6.4.1 After a decision has been made, all those who have submitted comments will be notified of the outcome. An electronic copy of the decision notice will be available to be viewed on the Council's website.

6.4.2 If an application is refused planning permission, or the applicant is unhappy with any of the conditions imposed they have a right of appeal to the Planning Inspectorate, an independent body reporting to the Department of Communities and Local Government (DCLG). Objectors and other third parties have no right of appeal.

6.4.3 Although the Planning Inspectorate determines the appeal, the Council will inform people who were notified about the original application and/or made representations to it, that an appeal has been lodged and also inform them how the appeal will be dealt with (i.e. by written representation, informal hearing or public inquiry).

6.4.4 Furthermore, the Council will send the Planning Inspectorate copies of comments made by people in relation to the original planning application.

Data Protection – Planning Applications

6.4.5 Planning applications are governed by legislation and must adhere to a series of regulations and procedures. It is a complex balancing act of different legislations; how the Council treats personal information relating to planning applications is set out on the following webpage:

³ Scheme of Delegation of Planning Decisions 2005 (CBMDC)

<https://www.bradford.gov.uk/open-data/data-protection/how-the-planning-service-deals-with-your-information/>

Further Information

- 6.4.6 The Planning and Building Control webpages at www.bradford.gov.uk/planning provide further information on the planning service provided to customers; this includes:
- Planning advice
 - Pre application advice (for major and minor applications)
 - Apply for planning permission
 - A weekly list of valid planning applications
 - View / comment on Planning Applications via the Council's Online Planning System
- 6.4.7 For information on how to contact the Development Management Team refer to Section 9.

7. RESOURCES FOR COMMUNITY INVOLVEMENT

- 7.1 It is important that sufficient resources are made available to implement and carry out the consultation measures set out within this SCI. Community involvement for plan making will be overseen by the Assistant Director of Head of Planning, Transportation & Highways. The Head of Development Services is responsible for overseeing the preparation of any necessary documents and for consultation on planning applications.
- 7.2 One of the main additional costs of undertaking community involvement will be staff time. In terms of staff resources, Council employees from Planning & Transportation Strategy and Development Services will undertake the majority of work associated with community involvement, with the aid of other Council Departments where necessary. Other internal and/or external resources may also be required to run or assist in undertaking consultations.
- 7.3 The LDS sets out the internal and external resource details for the production of each LDD.
- 7.4 As consultation on documents that make up the Local Plan, and on planning applications are part of an on-going process, planning budgets need to be planned on this basis and appropriate resources allocated accordingly. At the same time, the method and degree of consultation will be set at a level appropriate to the document being produced and resources available. Where possible the Council will seek to make the most effective use of resources by sharing costs by undertaking joint consultations, and tapping into the Council's existing consultation and participation frameworks.

8 MONITORING AND REVIEW OF THE SCI

- 8.1 The Council will monitor the effectiveness of consultation methods set out within this document. This will be following each key stage based a) primarily on the experiences of staff working on a particular LDD and b) the outcomes of for example, a consultation evaluation sheet given to participants.
- 8.2 Monitoring which methods of consultation worked well and not so well at each stage in the LDD consultation process will help to refine consultation practices and will also be used to inform a review of the SCI.
- 8.3 The SCI will be reviewed every five years or earlier if it is found to require significant alterations or circumstances such as:
- Where there have been changes to planning legislation, Government guidance and other guidance that affect the ways in which the community are consulted
 - Where experience in carrying out consultation and, or monitoring through the Local Plan Annual Monitoring Report show that it is necessary to improve the effectiveness of consultation processes that are being deployed.
 - Where changes have been made to District Plan, Community Consultation Framework, or other relevant corporate strategy that make new arrangements, to engage different groups, or involve different techniques, for community involvement.

9. FURTHER INFORMATION

9.1 This SCI has been produced by the Planning Policy Team at Bradford Council. If you require further information about any aspect of this document please use the appropriate contact details available below.

Bradford Council's website

9.2 Further detail on the planning processes discussed in the SCI can be accessed on the Bradford Council website at: www.bradford.gov.uk.

Development Plans

Website: www.bradford.gov.uk/planningpolicy

For information about the any aspect of the Local Plan or Planning Policy contact the Development Plans Team

E-mail: planning.policy@bradford.gov.uk

Phone: (01274) 433679

Post: Development Plans,
4th Floor Britannia House,
Broadway, Bradford, BD1 1HX

Development Management

Website: www.bradford.gov.uk/planning

For information about the planning application process contact the Planning Contact Centre:

E-mail: planning.enquiries@bradford.gov.uk

Phone: (01274) 434605

Post: Development Management,
4th Floor Britannia House,
Broadway, Bradford, BD1 1HX

Planning Aid England

Website: <http://www.rtpi.org.uk/planning-aid/>

For independent planning advice, contact Planning Aid England direct:

General enquiries:-

E-mail : info@planningaid.rtpi.org.uk

Phone : 020 7929 8338

Advice Service:-

E-mail : advice@planningaid.rtpi.org.uk

Phone : 0330 1239244

APPENDICES

APPENDIX 1: GLOSSARY OF TERMS

Area Action Plan (AAP)	These are Development Plan Documents that provide a planning framework for a specific area of the District where significant change or conservation is needed.
Annual Monitoring Report (AMR)	This is a report that the Council prepares as part of the Local Plan. The report annually assesses the extent to which policies in Local Development Documents are being achieved.
Community Infrastructure Levy (CIL)	This is a levy that local authorities can choose to charge on new developments in their area. The money collected can be used to support development by contributing towards the funding of infrastructure that the Council, local community and neighbourhoods want or need.
Community Right to Build Order (CRTBO)	This is a type of Neighbourhood Development Order and forms one of the neighbourhood planning tools introduced in the Localism Act 2011. It can be used to grant outline or full planning permission for specific development which complies with the order.
Core Strategy	This is a Development Plan Document that provides the strategic planning framework for the District. It sets out the long-term spatial vision for the District, and the strategic objectives and policies to deliver that vision. The strategy contains core policies, a monitoring and an implementation framework. All other Development Plan Documents that form the Local Plan must be in conformity with the Core Strategy.
Development Plan Document (DPD)	These are Local Development Documents that are part of the Local Plan. They form the statutory development plan for the district and are subject of an independent examination. They include the following: Core Strategy, Site Allocations, Area Action Plans, and a Proposals Map.
Equality Impact Assessment (EqIA)	This is a process designed to ensure that a policy, project or scheme does not discriminate against any disadvantaged or vulnerable people within society.
Group	A number of individuals who share a common interest with regard to a particular site, issue or area of expertise.
Habitats Regulations Assessment (HRA)	A formal assessment by the Council of the impacts of the Local Plan on the integrity of a Natural 2000 Site (a Special Protection Area (SPA), Special Area for Conservation (SAC) or proposed SPAs or Ramsar sites).
Health Impact Assessment (HIA)	This is a process designed to ensure that a policy, project or scheme does not discriminate against any disadvantaged or

	vulnerable people within society with regards to health matters.
Local Development Document (LDD)	These are the individual documents that make up the Local Plan. They comprise of Development Plan Documents, Supplementary Planning Documents and the Statement of Community Involvement.
Local Plan <i>(Previously known as the Local Development Framework or LDF)</i>	This is the portfolio of Local Development Documents, as set out in the Local Development Scheme that together provide the framework for delivering the spatial planning strategy for the District.
Local Development Scheme (LDS)	This is a three-year rolling work programme setting out the Council's timetable for preparing each Local Development Document. The scheme is revised annually in light of outcomes from the Annual Monitoring Report and published on the Council's website.
Major development	Defined as 10 or more dwellings or where the number of residential units is not given in the application, a site area of 0.5 hectares or more. For all other developments the creation of 1000 square meters or more floorspace or where the site area is 1 hectare or more.
Minor development	Defined as between 1 and 9 dwellings or where the number of residential units is not given in the application, a site area of less than 0.5 hectare. For all other developments the floorspace to be built is less than 1000 square meters or the site area is less than 1 hectare.
National Planning Policy Framework (NPPF)	Consolidates former Planning Policy Guidance (PPGs) and Planning Policy Statements (PPSs) into one single national planning document. Excludes policy on waste and Gypsies and Travellers.
Neighbourhood Development Order (NDO)	This can grant planning permission for specific type or types of development in a specific neighbourhood area or grant planning permission outright or subject to conditions.
Neighbourhood Development Plan (NDP)	The Localism Act (2011) will allow Neighbourhood Forums and Parish Councils to use new neighbourhood planning powers to establish general planning policies for the development and use of land in their area. This will be known legally as a Neighbourhood Development Plan and will need to conform with the key policies of the Local Plan.
Replacement Unitary Development Plan (RUDP)	This is the current development plan for the Bradford District (adopted October 2005). It sets out a planning framework, policies and proposals for the District. Planning applications are determined, in part, by this development plan. In time this plan

	will be superseded by the Local Plan.
Special Area of Conservation (SAC)	Areas which have been given special protection under the European Union's Habitats Directive. They provide increased protection to a variety of wild animals, plants and habitats and are a vital part of global efforts to conserve the world's biodiversity.
Special Protection Area (SPA)	Areas which have been identified by the European Commission as being of international importance for certain breeding, feeding, wintering or migration of rare and vulnerable species of bird populations found within the EU countries. They have statutory protection under the EC Directive for the Conservation of Wild Birds 79/409.
Statement of Community Involvement (SCI)	This will set out the standards that the Council intends to achieve in involving the community and stakeholders in the preparation, alteration and review of all Local Development Documents and development management decisions.
Strategic Environmental Assessment (SEA)	This is a generic term used internationally to describe the environmental assessment of policies, plans and programmes, and is required by European Directive (EU Directive 2001/42/EC). The directive will apply to all Local Development Documents (except the Statement of Community Involvement) as a means to ensure that they reflect sustainable development objectives/principles. An integrated approach to SEA and Sustainability Appraisal will be required to avoid duplication in the plan making process.
Supplementary Planning Document (SPD)	These are Local Development Documents that are part of the Local Plan. They provide supplementary guidance to policies and proposals contained in Development Plan Documents, however, they do not form part of the statutory plan, nor are they subject of independent examination.
Sustainability Appraisal (SA)	The process of evaluating the environmental, social and economic effects of a policy, plan or programme.

APPENDIX 2 – METHODS OF CONSULTATION

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
A Information made available for inspection	<p>Consultation documents and supporting information will be made available to allow the public and interested parties to view hard copies of planning documents.</p> <p>Documents will be available at the following locations as appropriate to the Local Plan Document.</p> <p><u>Principal Council offices</u></p> <ul style="list-style-type: none"> • Britannia House, Bradford • Keighley Town Hall <p><u>Main local libraries:</u></p> <ul style="list-style-type: none"> • Bradford Local Studies • Bradford City • Shipley • Bingley • Keighley • Ilkley 	Access for all.	<p>This is a minimum requirement for consultation specified in the Regulations⁴ that the Council must satisfy</p> <p>Bradford Council will also make documents available for purchase.</p>	<p>Benefits –</p> <ul style="list-style-type: none"> • Access for all • Purchased documents can be taken away and examined at leisure. • Deposit locations will also have internet access if required. <p>Limitations –</p> <ul style="list-style-type: none"> • Available only during office hours • May exclude groups with certain access needs. 	Printing costs may be high.	Low

⁴ The Town and Country Planning (Local Development) (England) Regulations 2012

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
B Information available on the Council's website	<p>Consultation information and documents will be published on the Bradford Council's Planning Policy website: www.bradford.gov.uk/planningpolicy</p> <p>The website will include either an electronic portal /response form or email address in which to send comments.</p>	Access for all	This is a minimum requirement for consultation specified in the Regulations that the Council must satisfy.	<p>Benefits –</p> <ul style="list-style-type: none"> Available 24 hours a day and can be accessed anywhere. Information and documents available in full. Internet available at Council offices and libraries <p>Limitations –</p> <ul style="list-style-type: none"> May exclude some individuals/bodies that do not have access to the internet or the correct technology to view documents/maps. 	Minimal	Low
C Direct notifications to statutory and general consultees	An E-mail will be sent to all specific and general consultation bodies which the Council considers would have an interest in the subject matter of a DPD or SPD.	Duty to Co-operate bodies, specific and general consultees, and local, regional or national interest groups.	<p>This is a minimum requirement for consultation specified in the Regulations that the Council must satisfy</p> <p>Where an email address is given, this will be the Councils preferred method of communication.</p>	<p>Benefits –</p> <ul style="list-style-type: none"> Enables wide and targeted audience <p>Limitations–</p> <ul style="list-style-type: none"> Email addresses may no longer be available which would prevent consultee receiving the notification. 	Emails - much less expensive than postal system	Low - Medium
D Direct notification - Bradford Council's	E-mails will be sent to interested parties notifying them of the consultation.	General public and local businesses	Individuals, agents, developers, landowners and local interest groups whose details are held on	<p>Benefits –</p> <ul style="list-style-type: none"> Gives direct information to consultation bodies 	Emails - much less expensive	Low - Medium

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
Planning Policy Stay Connected system			<p>the Council's Planning Policy Stay Connected system .</p> <p>Anyone can request to be added to the database at any time to receive notifications.</p>	<p>whose details are held on the Planning Policy Stay Connected system.</p> <p>Limitations –</p> <ul style="list-style-type: none"> • Generally limited to those who have already interacted with the planning process. • Does not engage wider community. • Email addresses may no longer be available which would prevent consultee receiving the notification 		
E Planning Policy News Updates	<p>The Planning Policy Team produces news updates which are distributed to those consultees on the Council's Planning Policy Stay Connected system .</p> <p>The news updates are published on the Council's website.</p>	Local Plan consultees & general public	<p>It provides up to date, real-time information regarding Local Plan preparation.</p> <p>Anyone can request to receive the news updates at any time.</p>	<p>Benefits –</p> <ul style="list-style-type: none"> • Provides real time information and updates between consultation periods • Inexpensive • Current and previous issues available to view on the Council's website <p>Limitations -</p> <ul style="list-style-type: none"> • Email distribution limited to those who chose to be Planning Policy consultees. • No hard copies will be produced; only available 	Minimal	Low - Medium

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
				electronically via the Council's website.		
F Local Press / Media	<p>This method includes: press releases, briefings and the placing of a statutory notice in the local newspapers.</p> <p>This could also include radio and TV.</p>	General public	The placing of a statutory notice in the local press is a statutory requirement specified in the Regulations that the Council must satisfy at various times in the development plan process.	<p>Benefits –</p> <ul style="list-style-type: none"> Provides real time information and updates between consultation periods. Targets a wider audience. <p>Limitations -</p> <ul style="list-style-type: none"> This will only reach those persons who interact with media. It may exclude hard to reach groups. 	Minimal	Low
G Neighbourhood Forum / Partnership Meetings	These are regularly held public meetings organised by the Council that take place across the District to discuss local issues.	Local communities	Presentation of an area based proposal, as an item at a scheduled Neighbourhood Forum, or at a specially arranged Forum to discuss a specific LDD is an effective way to discuss issues/proposals and obtain the views of the local community.	<p>Benefits –</p> <ul style="list-style-type: none"> Engages the local community who would not normally participate in the planning process. The Neighbourhood Forum network could provide an opportunity to make links with other community initiatives that are taking place in an area. <p>Limitations –</p> <ul style="list-style-type: none"> Requires officer time to attend meetings which are often outside of 	Could be resource intensive	Medium - High

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
				office hours.		
H Public Meetings	Held as and when required, at an appropriate time and in an accessible location	General Public	Public meetings are an effective way of informing the community, debating issues and getting the community's views. Careful chairing of meetings is often required to ensure meetings are focused.	<p>Benefits –</p> <ul style="list-style-type: none"> Engages the local community who would not normally participate in the planning process. An effective way of informing the community, debating issues and getting the community's views. <p>Limitations –</p> <ul style="list-style-type: none"> Requires officer time to organise and facilitate 	Could be very costly and resource intensive	Medium - High
I Public Exhibitions / Drop in Sessions	Held as and when required, at an appropriate time and in an accessible location	General public	They provide an opportunity for face-to-face discussion particularly on area-based proposals. Drop in sessions provide flexibility and make participation convenient to the community.	<p>Benefits –</p> <ul style="list-style-type: none"> Staffed exhibitions are a good way of engaging the community and receiving feedback. <p>Limitations –</p> <ul style="list-style-type: none"> Resource intensive - requires officer time to organise and facilitate Potential language barriers. 	Could be very costly Venue Costs	Medium – High

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
J Focus Groups / Workshops	This is a group of a small number of (ideally 8 – 10) people with an interest/expertise in the topic or issue(s) being discussed.	This will be dependent upon the nature of the LDD	This is an effective means of discussing issues relevant to a specific topic. Focus groups can help to identify problems and any potential solutions. However, to be effective there should be a facilitator, and attendees to the group should be limited and made up of relevant and willing participants. They are also an effective means of engaging hard to reach groups	<p>Benefits –</p> <ul style="list-style-type: none"> Enables a focused debate on a topic/issues Enables ideas and options to be generated Can target specific groups of people with similar characteristics Can engage people to cannot read or write <p>Limitations –</p> <ul style="list-style-type: none"> Resource intensive - requires officer time to organise and facilitate 	<p>Could be very costly</p> <p>Venue costs</p>	Medium – High
K Local Strategic Partnership (LSP) Meetings	These are existing meetings where the Local Strategic Partnership represents a number of groups/partners.	This will be dependent upon the nature of the LDD but will focus on engaging the hard to reach.	These meetings would enable focused debate on specific issues.	<p>Benefits –</p> <ul style="list-style-type: none"> Liaison with the Local Strategic Partnership is an effective point of contact for engaging and seeking the views of groups and sections of the community some of which would not normally participate in the process. <p>Limitations –</p> <ul style="list-style-type: none"> There may not be adequate time to discuss matters in detail due to other agenda items. 	Low	Medium

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
				<ul style="list-style-type: none"> If during working hours some people may not be able to attend. 		
L One to one meetings with key stakeholders	These can be held as and when required, or on a regular basis with Council staff.	Stakeholders targeted will be dependent upon the nature of the LDD.	This is an effective way of discussing issues and identifying problems and potential solutions to a particular topic.	Benefits – <ul style="list-style-type: none"> Enables quality discussion and deliberation of specific issues Limitations - <ul style="list-style-type: none"> Limited to a restricted number of stakeholders May require significant officer time resources 	Medium	Medium
M Joint Consultations	Joint consultations with other Council departments or organisations.	This will be dependent upon the nature of the LDD	This requires good joint departmental / organisational working to be effective.	Benefits – <ul style="list-style-type: none"> This is a cost and resource efficient means of engaging the community Aids reduction of “consultation fatigue”. Limitations – <ul style="list-style-type: none"> Matching other consultation timescales. 	Medium	Medium
N Local Plan Working Group	These are meetings held with other Council departments as and when required, or on a regular	Members of this Group will vary depending	These meetings would enable focused debate on specific issues with other Council departments.	Benefits – <ul style="list-style-type: none"> This is an invaluable way of tapping into the Council’s existing 	Low	Low - Medium

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
	basis.	upon the nature of the LDD.		<p>communication structures and information sources that are held by other Council departments.</p> <p>Limitations -</p> <ul style="list-style-type: none"> Officer time resources required 		
O Video or Audio Presentation	This could be in the form of a DVD short production etc. to convey a message in in different format.	General public	This method enables a message to be conveyed	<p>Benefits –</p> <ul style="list-style-type: none"> Different way of engaging to convey a message across may assist in the understanding of the issue <p>Limitations -</p> <ul style="list-style-type: none"> Officer time resources required Potential cost implications 	Medium – High	Medium
P Social Media	The use of the Council's social media accounts, such as Twitter and Facebook	General public	Relies on communities having access to relevant technology, the internet, and being signed up to Council's social media profile pages therefore other methods would have to be used in addition to this.	<p>Benefits –</p> <ul style="list-style-type: none"> Engage a wider section of the community / audience. Relay information instantly Cost effective <p>Limitations -</p> <ul style="list-style-type: none"> Would disadvantage those persons who do 	Low	Low

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
				not have access to the internet.		
Q Town / Parish Council m meetings or consultation-s	These are regularly held, or can be a specific meeting arranged to discuss a particular issue.	Local Councils & -when appropriate general public and local groups	It is a statutory requirement that Town and Parish Councils (in and adjoining the District) are consulted as part of the production of an LDD.	<p>Benefits –</p> <ul style="list-style-type: none"> Useful when discussing area-based proposals. An effective way of informing the community, debating issues and getting the community's views. <p>Limitations -</p> <ul style="list-style-type: none"> Requires officer time 	Medium	Medium - High
R Liaison with Ward Councillors	This can be via a meeting, briefing or letter / E-mail communication.	Councillors targeted will depend upon the nature of the LDD	Councillors are the important interface between the community and the local planning authority.	<p>Benefits –</p> <ul style="list-style-type: none"> Increases the awareness of the Local Plan. Members can help to inform the local community of planning issues/developments taking place in their area, and are often a resident's first point of contact for planning issues. <p>Limitations -</p> <ul style="list-style-type: none"> Requires officer and member time 	Medium	Medium

Consultation Method	Description	Target Group	Main Considerations	Benefits / Limitations	Cost	Resource Implications
S Planning Aid England	This is an independent organisation that aims to engage those members of the community that are hard to reach, or who would usually be excluded from the planning process because of limited financial means.	General public Hard to reach groups	Planning Aid England could potentially organise and run events and activities in liaison with the Council to increase participation from such groups and individuals.	<p>Benefits –</p> <ul style="list-style-type: none"> The presence of Planning Aid at events such as public exhibitions is invaluable as a means of raising awareness and seeking views of those sections of the community that would not normally participate in the planning process. <p>Limitations -</p> <ul style="list-style-type: none"> Dependent upon external resources and funding 	Minimal	Low

APPENDIX 3 – CONSULTEES WHO WILL BE INVOLVED IN THE LOCAL PLAN PROCESS

A3.1 The consultees listed in this appendix have been adapted from the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). These are the regulations for the Planning and Compulsory Purchase Act 2004 and the Localism Act 2011 which set out the categories of consultation bodies that must be consulted in relation to a Local Plan document.

A3.2 The bodies or persons to be consulted include:

- The **duty to cooperate bodies** prescribed for the purposes of section 33A(1)(c) of the Localism Act;
- Such **specific consultation bodies** as the Local Planning Authority consider may have an interest in the subject of the proposed Local Plan;
- Such the **general consultation bodies** as the Local Planning Authority consider appropriate; and
- Such **residents or other persons carrying out business** in the Local Planning Authority's area from which the local planning authority consider it appropriate to invite representations.

A3.3 The Regulations state that a Local Planning Authority must:

- Notify each of the bodies or persons set out below of the subject of a Local Plan which the Local Planning Authority proposed to prepare; and
- Invite each of them to make representations to the Local Planning Authority about what a local plan with that subject ought to contain.

A3.4 The consultees required to be consulted in relation to Neighbourhood Planning documents are set out within Schedule 1 of the Town and Country Planning, England, The Neighbourhood Planning (General) Regulations 2012. Table A7.1, in Appendix 7, provides a list of the bodies to be consulted on Neighbourhood Planning matters.

A3.5 Please note that these lists are not exhaustive and may relate to successor bodies where reorganisations have occurred.

A3.6 Duty to Co-operate Bodies

A3.6.1 The following duty to cooperate consultation bodies are set out in the Regulations⁵, they will be consulted as a matter of course on all Local Plan and Neighbourhood Plan documents:-

- Calderdale Metropolitan District Council
- Craven District Council
- Harrogate District Council
- Kirklees Metropolitan District Council
- Leeds City Council
- Pendle Borough Council

- Environment Agency
- Highways Agency
- Historic England (*formally English Heritage*)
- Leeds City Region - Local Enterprise Partnership (LEP).
- Natural England
- NHS Clinical Commissioning Groups
- NHS Commissioning Board
- Civil Aviation Authority
- Homes and Communities Agency
- Office of Rail Regulator
- Integrated Transport Authorities
- West Yorkshire Combined Authority (WYCA)

A.3.7 Specific Consultation Bodies

A3.7.1 The bodies identified below must be consulted under the Town and Country Planning (Local Development) (England) Regulations 2012⁶. These are also known as the statutory consultees. The following agencies/bodies will be consulted as a matter of course on all Local Plan and Neighbourhood Plan Documents, and, where relevant Supplementary Planning and other planning documents.

- The Coal Authority
- Environment Agency
- Historic England (formally English Heritage)
- The Marine Management Organisation
- Natural England

⁵ Town & Country Planning (Local Planning) (England) Regulations (2012), Part 2, para 4 (as amended)

⁶ Town & Country Planning (Local Planning) (England) Regulations (2012), Part 1 (2)

- Network Rail Infrastructure Limited
- Highways Agency
- A relevant authority any part of whose area is in or adjoins the Local Planning Authorities area, including:
 - Adjoining Local Planning Authorities
 - Calderdale Metropolitan District Council
 - Craven District Council
 - Harrogate District Council
 - Kirklees Metropolitan District Council
 - Lancashire County Council
 - Leeds City Council
 - North Yorkshire County Council
 - Pendle Borough Council
 - Wakefield Council
 - Town and Parish Councils in the Bradford District (19):
 - Addingham Parish Council
 - Baildon Parish Council
 - Bingley Town Council
 - Bradford Trident Community Council
 - Burley Parish Council
 - Clayton Parish Council
 - Cullingworth Parish Council
 - Denholme Town Council
 - Harden Parish Council
 - Haworth, Cross Roads & Stanbury Parish Council
 - Ilkley Parish Council
 - Keighley Town Council
 - Menston Parish Council
 - Oxenhope Parish Council
 - Sandy Lane Parish Council
 - Silsden Town Council
 - Steeton-with-Eastburn Parish Council
 - Wilsden Parish Council
 - Wrose Parish Council
 - Town and Parish Councils in Adjoining Local Authorities:
 - Bradleys Both Parish Council *Craven DC*
 - Cononley Parish Council *Craven DC*
 - Cowling Parish Council *Craven DC*
 - Draughton Parish Council *Craven DC*
 - Drighlington Parish Council *Leeds CC*
 - Farnhill Parish Council *Craven DC*
 - Gildersome Parish Council *Leeds CC*

- Glusburn Parish Council *Craven DC*
- Laneshaw Bridge Parish Council *Pendle BC*
- Mid Wharfedale Parish Council *Harrogate BC*
(Comprising:- Askwith, Denton, Middleton,
Nesfield with Langbar and Weston)
- Otley Town Council *Leeds CC*
- Sutton-in-Craven Parish Council *Craven DC*
- Trawden Forest Parish Council *Pendle BC*
- Wadsworth Parish Council *Calderdale BC*

- Local Policing Body

- Police and Crime Commissioner
 - West Yorkshire Police
- Any person whom the electronic communications code applies and who owns or controls electronic communications apparatus within the District
 - NHS Clinical Commissioning Groups
 - Any person whom a licence has been granted under the Electricity Act 1989
 - Any person whom a licence has been granted under the Gas Act 1986
 - A sewerage undertaker
 - A water undertaker
 - Homes and Communities Agency
 - Leeds City Region – Local Enterprise Partnership (LEP) *
 - West Yorkshire Combined Authority
 - Office of Road and Rail Regulation

A3.7.2 In addition, the Council must consult the following Government departments if they are likely to be affected, or have large land holdings in the area covered by a Local Development Document:

- Cabinet Office (*Civil Estate*)
- Department for Business, Energy and Industrial Strategy
- Department for Communities and Local Government (DCLG)
- Department for Education
- Department for Environment, Food and Rural Affairs
- Department for Transport
- Department for Work and Pensions
- Department of Culture, Media and Sport
- Department of Health
- Education Funding Agency
- Home Office
- Ministry of Defence
- Ministry of Justice

A3.8 General Consultation Bodies

A3.8.1 Government guidance in the Town and Country Planning (Local Development) (England) regulations 2012 suggests that the Council should notify the following bodies or persons and invite them to make representations to the Council on Local Plan documents, as they consider appropriate. These include:

- Voluntary organisations whose activities benefit all, or part of the District
- Bodies which represent different racial, ethnic or national groups within the District
- Bodies which represent different religious groups within the District
- Bodies which represent the interest of disabled persons within the District
- Bodies which represent the interest persons carrying on business within the District

A3.8.2 The Council will consult the following types of bodies or local groups representing the interests of persons within the Bradford District, these may include:

- Amenity Groups
- Architects, Planners and other professionals
- Businesses
- Charitable/voluntary organisations
- Community Groups
- Conservation / Heritage Groups
- Developers and house builders
- Disability Groups
- Education/children/young persons groups
- Employment/business interests
- Environmental Groups
- Ethnic Minority Groups
- Health Organisations
- Housing Interest Groups
- Landowners
- Local Businesses
- Local Economic Regeneration Organisations
- Local Equality Groups
- Local Ramblers
- Local Residents
- Local Sports Groups
- Local Strategic Partnership
- Local Transport Groups
- Older Persons Groups
- Police and emergency services
- Religious Groups
- Residents Groups and Residents Associations
- Schools, Colleges and University
- Women's Groups
- Youth Council
- Youth Groups

A3.9 Other Consultation Bodies (Non-Statutory)

A3.9.1 The Council will notify, where deemed appropriate, the following national or regional bodies or organisations on Local Plan and Neighbourhood Plan documents, Supplementary Planning Documents and other planning documents and planning applications, in relation to the subject matter and their area of interest.

- Age Concern
- Airport Operators
- British Chemical Distributors and Traders Association
- British Geological Survey
- British Waterways, canal owners and navigation authorities
- Centre for Ecology and Hydrology
- Chambers of Commerce, Local CBI and local branches of Institute of Directors
- Church Commissioners
- Civic Societies
- Civil Aviation Authority
- Commission for Architecture and the Built Environment at the Design Council
- Community Groups
- Crown Commercial Service
- Crown Estate Office
- Diocesan Board of Finance
- Disability Rights Commission
- Disabled Persons Transport Advisory Committee
- Environmental Groups at the national, regional and local level:-
 - Campaign to Protect Rural England (CPRE)
 - Royal Society for the Protection of Birds
 - Wildlife Trusts
 - Woodlands Trust
- Equality and Human Rights Commission
- Fields in Trust
- Fire and Rescue Services
- Forestry Commission
- Freight Transport Association
- Friends of the Earth
- Friends, Families and Travellers
- Gypsy Council
- Health and Safety Executive
- Help the Aged
- Home Builders Federation
- Housing Corporation
- Leeds Bradford International Airport
- Leeds GATE
- Local Race Equality Councils and other local equality groups
- Local Transport Authorities
- Local Transport Operators
- Network Rail
- Passenger Transport Authorities
- Passenger Transport Executives

- Police Architectural Liaison Officers/Crime Prevention/Design Advisors
- Port Operators
- Rail Companies and the Rail Freight Group
- Regional Housing Boards
- Regional Sports Boards
- Road Haulage Association
- Royal Mail Property Holdings
- Skills Funding Agency
- Sport England
- Theatres Trust
- Travellers Aid Trust
- Women's National Commission

A3.10 Other Organisations and Groups to be consulted that are not identified in the Planning Regulations

A3.10.1 The following list relates to persons or organisations that are not referred to in the Town and Country Planning (Local Planning) (England) Regulations 2012, but whom the Council may wish to consult with or inform in the production of the Local Plan, Neighbourhood Plan documents, Supplementary Planning Documents and any other planning documents.

- CBMDC Members of Parliament (MPs) for the five constituencies of:
 - Bradford West, Bradford East, Bradford South, Keighley and Shipley
- 90 CBMDC Elected Members (Councillors)
- 'Communities of Interest'
- General Compact
- Planning Aid England
- Other Council Departments
- Other interested parties who have requested to be informed on the progress of documents that comprise the Local Plan.

A3.11 How to keep informed

A3.11.1 If you wish to be kept informed of documents that are being produced as part of the Local Plan, or are a group/organisation who wishes to be included on the Council's Planning Policy Stay Connected system then please send your details to the Development Plan Team by:

Email: planning.policy@bradford.gov.uk

Post: Development Plans, 4th Floor Britannia House, Broadway, Bradford, BD1 1HX

APPENDIX 4: CONSULTATION ON DEVELOPMENT PLAN DOCUMENTS (DPD)

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 1: Pre Production</p> <p><i>Regulation 18</i></p>	<ul style="list-style-type: none"> • To raise awareness of the Local Plan system. • To develop the evidence base that will inform the formulation of issues and options. • To gather views on the potential issues and options to be considered in the DPD, taking account of, national planning policy and local strategies. • To develop community consensus on the key issues and potential options the DPD will have to focus / consider. 	<p>At this stage, the Council may publish the following for consultation:</p> <ul style="list-style-type: none"> • Issues and Options report 	<ul style="list-style-type: none"> • Minimum of 6 weeks consultation. • Informal consultation at this stage. • Internal consultation with relevant Council officers • Meetings with key stakeholders / Local Strategic Partnership (LSP) • Possible workshops with invited stakeholders / community representatives. • Possible involvement of Planning Aid • Information leaflet • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 2: Production Regulation 18</p>	<ul style="list-style-type: none"> • To identify the issues for consideration in the development of the DPD and the choices (options) within them. • To enable the community and stakeholders to identify further issues and options, which should be considered • To develop consensus on key issues and potential options 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> • Preferred Options DPD; • Sustainability Appraisal report; • Engagement Plan • Habitats Regulations Assessment; • Equality Impact Assessment; • Health Impact Assessment; • Evidence Base 	<ul style="list-style-type: none"> • Minimum of 6 weeks consultation. • Internal consultation with relevant Council officers. • Meetings with key stakeholders / LSP • Direct notification to all ‘Specific’ and ‘General’ consultation bodies (see Appendix 3) • Direct notification to individuals, groups and organisations on the Council’s Planning Policy Stay Connected system by letter or email of document publication • Publish document on Council’s website • Documents will be made available for the public to view in main Council offices and main public libraries listed in paragraph 5.8.2. • Possible involvement of Planning Aid • Possible workshop / focus group • Possible exhibition / drop-in session. • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 3: Production</p> <p><i>Regulations 19, 20, 35</i></p>	<ul style="list-style-type: none"> • To set out the Council’s preferred options based on a) the evidence and Sustainability Appraisal report and b) an evaluation of the alternative options considered • To enable the community and stakeholders to comment on the preferred strategy • To develop consensus on preferred options 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> • Final version of the DPD; • Sustainability Appraisal report; • Habitats Regulations Assessment; • Engagement Plan • Equality Impact Assessment; • Health Impact Assessment; • Statement of the Representation Procedure & Statement of Fact; • Statement of Consultation (Stage 2) • Evidence Base 	<ul style="list-style-type: none"> • Minimum of 6 weeks consultation. • Internal consultation with relevant Council officers. • Meetings with key stakeholders / LSP • Direct notification to ‘Specific’ and ‘General’ consultation bodies (see Appendix 3) • Direct notification to individuals, groups and organisations on the Council’s Planning Policy Stay Connected system by letter or email of the documents publication, including all previous respondents • Publish documents on Council’s website • Documents will be made available for the public to view in the main council offices and main public libraries listed in paragraph 5.8.2. • Notice placed in local newspaper • Possible involvement of Planning Aid • Possible workshop / focus group • Possible exhibition / drop-in session • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 4: Submission</p> <p><i>Regulation 22</i></p>	<ul style="list-style-type: none"> To enable the community and stakeholders to comment on the ‘soundness’ and legal compliance of the DPD, and if the DPD has met the Duty to Cooperate. 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> Proposed Submission DPD; Main Modifications (if necessary); Statement of the Main Issues; Statement of Consultation (Stage 3); Legal Compliance Checklist; Soundness Checklist; Duty To Co-operate Statement; Evidence Base Library 	<ul style="list-style-type: none"> Minimum of 6 weeks consultation. Direct notification to ‘Specific’ and ‘General’ consultation bodies (see Appendix 3) Direct notification to individuals, groups and organisations on the Council’s Planning Policy Stay Connected system by letter or email of the documents publication, including all previous respondents Publish documents on Council’s website Documents will be made available for the public to view in the Council’s main offices and main public libraries listed in paragraph 5.8.2. Notice placed in local newspaper

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 5: Examination</p> <p><i>Regulations 23, 24</i></p>	<p><u>This stage is not a consultation stage.</u></p> <p>Only those bodies and persons who submitted representations at the previous stage have the right to be heard at the Examination hearing sessions or by written representations.</p> <p>At this stage the Council will:</p> <ul style="list-style-type: none"> • Ensure that information regarding the Examination is kept up to date on the Council's website. 	<p>During the Examination, the Council will publish the following</p> <ul style="list-style-type: none"> • Date, time, place and name of the Examiner; • Response to the Inspectors questions; • Hearing Statements • Additional evidence • Proposed Modifications to the DPD (if required). 	<ul style="list-style-type: none"> • This is not a consultation stage. <p>For the purposes of the Examination the Council will publish the time and the place which the Examination is to be held and the name of the person appointed to carry out the Examination.</p> <p>Six weeks before the opening of the examination, the Council will:</p> <ul style="list-style-type: none"> • Notify persons who have made representations on the Submission DPD of the details; • Inform of the date and time of the hearing sessions; • Publish the details in the local newspaper. <p>During the Examination the Council will update the website with:</p> <ul style="list-style-type: none"> • Responses to Inspectors Matters and Questions. • Hearing statements • Proposed modifications to the DPD (if necessary); • Any other documentation produced to inform the Examination. <p>Where further consultation is required on Proposed Modifications to the DPD, the Council will:</p> <ul style="list-style-type: none"> • Publish any modifications on the website and make hard copies available for inspection at the Council's main offices and main libraries • Direct notifications, either by letter or email, to specific/general consultation bodies; duty to co-operate bodies and other interested persons. • Publish any representations received during the consultation period • The Council may use any of the consultation methods outlined in Appendix 2.

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
Stage 6: Inspectors Report <i>Regulation 25</i>	<p><u>This stage is not a consultation stage.</u></p> <ul style="list-style-type: none"> To report to the community and stakeholders on the outcome of the Inspectors report, the decision and next steps. 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> Inspectors Report & Letter Any proposed modifications to the DPD (as appropriate) 	<p>As soon as reasonably practicable after the Council has received the Inspectors Report it will:</p> <ul style="list-style-type: none"> Publish the recommendations on the Council's website. Make hard copies of the document available for inspection at the Council's main offices and main local libraries Notify those persons who requested to be notified of the publication of the recommendations of the Inspector.
Stage 7: Adoption <i>Regulations 26, 35</i>	<p><u>This stage is not a consultation stage.</u></p> <ul style="list-style-type: none"> To report to the community and stakeholders on the outcome of the Inspectors report, the decision and next steps. 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> Adopted DPD Adoption Statement Sustainability Appraisal report Inspection details 	<p>As soon as reasonably practicable after the Council has received the Inspectors Report it will:</p> <ul style="list-style-type: none"> Publish the recommendations on the Council's website. Make hard copies of the document available for inspection at the Council's main offices and main local libraries Notify those persons who requested to be notified of the publication of the recommendations of the Inspector.

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The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
Stage 8: Monitoring and Review <i>Regulation 34</i>	The Council will annually monitor the content and effectiveness of policies and proposals within the DPD and publish the results in the Annual Monitoring Report (AMR)	The Council will publish the following document for information only: <ul style="list-style-type: none"> • Annual Monitoring Report 	The AMR will be published electronically on the Councils website for information only.

APPENDIX 5: CONSULTATION ON SUPPLEMENTARY PLANNING DOCUMENTS (SPD)

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
Stage 1: SPD Pre Production	<p><u>No consultation undertaken at this stage.</u></p> <ul style="list-style-type: none"> • To develop the evidence base that will inform the production of the SPD. • To gather views of targeted stakeholders or bodies to be considered in the SPD 	<p>No documents to be published at this stage.</p>	<p>No formal consultation undertaken at this stage.</p> <p>The Council will informally consult with stakeholders or bodies which is considers appropriate.</p>

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The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 2: SPD Production</p> <p><i>Regulations 12, 13, 35</i></p>	<ul style="list-style-type: none"> • To set out the Council's preferred approach for the SPD based on the evidence and Sustainability Appraisal report. • To enable the community and stakeholders to comment on the preferred approach for the SPD. • To develop consensus on the preferred approach for the SPD. 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> • Draft SPD; • Sustainability Appraisal report. 	<ul style="list-style-type: none"> • Minimum of 4 week consultation. • Internal consultation with relevant Council officers. • Direct notification to all 'Specific' and 'General' consultation bodies (see Appendix 3) • Direct notification to individuals, groups and organisations on the Council's Planning Policy Stay Connected system by letter or email of document publication • Publish document on Council's website • Documents will be made available for the public to view in main Council offices and main public libraries listed in paragraph 5.8.2. • Include a news article in our e-newsletter '<i>Plan-it Bradford</i>'. • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Town & Country Planning (Local Planning) (England) Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 3: SPD Adoption</p> <p><i>Regulations 12, 14, 35</i></p>	<p><u>This stage is not a consultation stage.</u></p> <ul style="list-style-type: none"> • Report back to the community and stakeholders on the outcome of the Council's decision and next steps in the process. 	<p>At this stage, the Council will publish the following :</p> <ul style="list-style-type: none"> • Adopted SPD • Adoption Statement • Sustainability Appraisal report • Consultation statement • Inspection details 	<p>As soon as reasonably practicable after the Council has adopted the SPD, it will:</p> <ul style="list-style-type: none"> • Publish the adopted SPD on the Council's website. • Make hard copies of the document available for inspection at the Council's main offices and main local libraries; • Notify those persons who requested to be notified of the adoption. • Include a news article in our e-newsletter '<i>Plan-it Bradford</i>'.
<p>Stage 4: SPD Monitoring and Review</p>	<p>The Council will annually monitor the content and effectiveness of policies and proposals within the SPD and publish the results in the Annual Monitoring Report (AMR)</p>	<p>The Council will publish the following document for information only:</p> <ul style="list-style-type: none"> • Annual Monitoring Report 	<p>The AMR will be published electronically on the Council's website for information only.</p>

APPENDIX 6: CONSULTATION ON THE COMMUNITY INFRASTRUCTURE LEVY (CIL)

The information within this table relates to the Community Infrastructure Levy Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 1: Preparation of Preliminary Draft Charging Schedule</p> <p><i>Regulation 15</i></p>	<ul style="list-style-type: none"> • To raise awareness of the Community Infrastructure Levy • To develop the evidence base that will inform the production of the Draft Charging Schedule. • To gather views of targeted stakeholders, bodies and residents to be considered as part of the producing of the charging schedule. 	<p>At this stage, the Council will prepare the following documents:</p> <ul style="list-style-type: none"> • Preliminary Draft Charging Schedule • Evidence base • Equality Impact Assessment 	<ul style="list-style-type: none"> • Minimum 6 week consultation. • Internal consultation with relevant Council officers. • Documents will be made available for the public to view in main Council offices and main public libraries listed in paragraph 5.8.2. • Publish document on Council’s website • Direct notification and copy of the consultation document to all ‘Specific’ and ‘General’ consultation bodies (see Appendix 3) • Direct notification to individuals, groups and organisations on the Council’s Planning Policy Stay Connected system by letter or email of document publication • Include a news article in our e-newsletter ‘<i>Plan-it Bradford</i>’ • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Community Infrastructure Levy Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 2: Production of a Draft Charging Schedule</p> <p><i>Regulation 16, 17</i></p>	<ul style="list-style-type: none"> • To set out the Council's preferred approach for the Draft Charging Schedule based on the evidenced and representations received. • To enable the community and stakeholders to comment on the Draft Charging Schedule. • To develop consensus on the Draft Charging Schedule. 	<p>At this stage, the Council will prepare the following documents:</p> <ul style="list-style-type: none"> • Draft Charging Schedule • Evidence Base • Draft Regulation 123 List 0000 • Statement of Consultation • Statement of the Representation Procedure • Equality Impact Assessment 	<ul style="list-style-type: none"> • Minimum 4 week consultation. • Internal consultation with relevant Council officers. • Publish documents on Council's website • Documents will be made available for the public to view in main Council offices and main public libraries listed in paragraph 5.8.2. • Direct notification and a copy of the consultation document and Statement of Representation Procedure to be sent to all 'Specific' and 'General' consultation bodies (see Appendix 3) • Direct notification to individuals, groups and organisations on the Council's Planning Policy Stay Connected system by letter or email of document publication • Issue a Notice of Advertisement by local advertisement setting out (i) statement of the representations procedure, and (ii) a statement of the fact that the draft charging schedule and relevant evidence are available for inspection and of the places at which they can be inspected. • Include a news article in our e-newsletter '<i>Plan-it Bradford</i>' • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Community Infrastructure Levy Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Withdrawal of a Draft Charging Schedule</p> <p><i>Regulation 18</i></p>	<p>In the event that the Council withdraws the Draft Charging Schedule, it will:</p> <ul style="list-style-type: none"> • Notify all those invited to make representations on the Draft Charging Schedule to inform them of the decision. 	<p>At this stage, the Council will prepare the following documents:</p> <ul style="list-style-type: none"> • Statement of Fact <p>N.b. All documents relating to the Draft Charging Schedule will be removed from the Council’s website and from inspection locations.</p>	<ul style="list-style-type: none"> • Publish document on Council’s website. • Give notice by local advertisement. • Direct notification to all ‘Specific’ and ‘General’ consultation bodies invited to make representations on the Draft Charging Schedule. • Direct notification to individuals, groups and organisations invited to make representations on the Draft Charging Schedule.
<p>Stage 3: Submission</p> <p><i>Regulations 19</i></p>	<p><u>This stage is not a consultation stage.</u></p> <ul style="list-style-type: none"> • Report back to the community and stakeholders on the outcome of the Council’s consultation and next steps in the process. 	<p>At this stage, the Council will publish the following submission documents:</p> <ul style="list-style-type: none"> • Draft Charging Schedule • Statement of Consultation • Representations made at Reg 17 • Statement of Modifications (<i>if required</i>) • Evidence base • Inspection details • Equality Impact Assessment 	<ul style="list-style-type: none"> • This is not a consultation stage. • Publish documents on Council’s website • Documents will be made available for the public to view in the Council’s main offices and main public libraries listed in 5.8.2. • Direct notification and copy of the consultation document to ‘Specific’ and ‘General’ consultation bodies (see Appendix 3) • Direct notification to those persons who requested to be notified of the submission of the draft charging schedule to the examiner that the draft has been submitted.

The information within this table relates to the Community Infrastructure Levy Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 4: Examination</p> <p><i>Regulations 21</i></p>	<p><u>This stage is not a consultation stage.</u></p> <p>Only those bodies and persons who submitted representations at the previous stage have the right to be heard at the Examination hearing sessions or by written representations.</p> <p>At this stage the Council will:</p> <ul style="list-style-type: none"> • Ensure that information regarding the Examination is kept up to date on the Council's website. 	<p>During the Examination, the Council will publish the following:</p> <ul style="list-style-type: none"> • Date, time, place and name of the Examiner; • Response to the Inspectors questions; • Hearing Statements • Additional evidence <ul style="list-style-type: none"> • Proposed Modifications to the Charging Schedule (if required). 	<ul style="list-style-type: none"> • This is not a consultation stage. <p>For the purposes of the Examination the Council will publish the time and the place which the Examination is to be held and the name of the person appointed to carry out the Examination.</p> <p>At least four weeks before the opening of the examination, the Council will:</p> <ul style="list-style-type: none"> • Notify persons who have made representations on the Draft Charging Schedule under Regulation 17 and those persons who have requested to be heard at the Examination of these details; • Inform of the date, time and place of the hearing sessions; • Publish the details in the local newspaper. <p>During the Examination the Council will update the website with:</p> <ul style="list-style-type: none"> • Responses to Inspectors Matters and Questions. • Hearing statements • Proposed modifications to the Charging Schedule (if necessary); • Any other documentation produced to inform the Examination.

The information within this table relates to the Community Infrastructure Levy Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
Stage 4 (Continued)			<p>Where further consultation is required on Proposed Modifications to the Charging Schedule, the Council will:</p> <ul style="list-style-type: none"> • Publish all modifications on the Council's website and make hard copies available for inspection at the Council's main offices and main libraries • Direct notifications, either by letter or email, to specific/general consultation bodies; duty to co-operate bodies and other interested persons. • Publish any representations received during the consultation period.
Stage 5: Examiners Report <i>Regulations 23</i>	<p><u>This stage is not a consultation stage.</u></p> <ul style="list-style-type: none"> • To report to the community and stakeholders on the outcome of the Inspectors report, recommendations and reasons and next steps. 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> • Inspectors Report & Letter • Any proposed modifications to the Charging Schedule (as appropriate) 	<p>As soon as reasonably practicable after the Council has received the Inspectors Report it will:</p> <ul style="list-style-type: none"> • Make hard copies of the document available for inspection at the Council's main offices and main local libraries • Publish the recommendations and reasons on the Council's website. • Notify those persons who requested to be notified of the publication of the recommendations of the Inspector.

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The information within this table relates to the Community Infrastructure Levy Regulations 2010 (as amended)

STAGE	OBJECTIVES OF THE CONSULTATION	DETAILS OF THE CONSULTATION – DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Stage 6: Approval and Publication of an adopted CIL Charging Schedule</p> <p><i>Regulations 25</i></p>	<p><u>This stage is not a consultation stage.</u></p> <ul style="list-style-type: none"> To report to the community and stakeholders on the outcome of the Inspectors report, the decision and next steps. 	<p>At this stage, the Council will publish the following:</p> <ul style="list-style-type: none"> Charging Schedule Inspection details 	<p>As soon as reasonably practicable after the Council has received the Inspectors Report it will:</p> <ul style="list-style-type: none"> Publish the recommendations on the Council's website. Make hard copies of the charging schedule available for inspection at the Council's main offices and main local libraries. Notice by local advertisement of the approval of the charging schedule, including details of where it can be inspected. Notify those persons who requested to be notified of the approval of the charging schedule Copy of the charging schedule to be sent to each of the relevant consenting authorities.

APPENDIX 7: CONSULTATION ON NEIGHBOURHOOD PLANNING

The information within this table relates to the Neighbourhood Planning (General) Regulations 2012 (as amended)

STAGE	REQUIREMENTS	DETAILS OF DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Publicising a Neighbourhood Area Application</p> <p><i>Regulation 5 & 6</i></p>	<ul style="list-style-type: none"> Local Planning Authority should, as soon as possible after receiving an area application, publicise the application on its website and in such other manner as is consider is likely to bring the area application to the attention of people who live, work or carry out business in the area to which the application relates. Invite representations on the area application Provide details on how to make representations and the deadline to which representations should be received by the Council. 	<p>The Council will publish a copy of the Neighbourhood Area Application submitted to it by the qualifying body; which should include:</p> <ul style="list-style-type: none"> A Neighbourhood Area Map A statement explaining why the area is considered appropriate A statement explaining why the organisation or body making the application is a relevant body 	<ul style="list-style-type: none"> Minimum of 4 weeks consultation if the proposed area is covered by a relevant body i.e. Town/Parish Council. Minimum of 6 weeks consultation for applications that covering or affect two or more Local Planning Authorities, applications from neighbourhood forums or from parish/town councils proposing a boundary greater or smaller than the exiting parish boundary. Publish document on Council's website Direct notification all 'Specific' and 'General' consultation bodies (see Appendix 3) Direct notification to individuals, groups and organisations on the Council's Planning Policy Stay Connected system by letter or email. News article in e-newsletter '<i>Plan-it Bradford</i>' The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Neighbourhood Planning (General) Regulations 2012 (as amended)

STAGE	REQUIREMENTS	DETAILS OF DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Publicising a designation of a Neighbourhood Area</p> <p><i>Regulation 7</i></p>	<ul style="list-style-type: none"> The Council should, as soon as possible after deciding to designate a neighbourhood area, publish (documents on the right) on the Council's website and in other such manner as it is considered is likely to bring the designation to the attention of people to live, work or carryout business in the neighbourhood area. As soon as possible after deciding to refuse to designate a neighbourhood area the Council will publish a document setting out a decision statement of their reasons for that decision and details of when and where the decision document may be inspected. 	<p>The Council will publicise the following documents on its website:</p> <ul style="list-style-type: none"> Decision statement Name of the neighbourhood area Map identifying the area The name of the Parish / Town Council or Neighbourhood Forum who applied for the designation <p>For refusals, the Council will publicise:</p> <ul style="list-style-type: none"> Decision statement 	<p>Maximum prescribed decision time from publication:</p> <ul style="list-style-type: none"> 8 weeks – areas covered by a relevant body i.e. town/parish council (whole/match) 20 weeks – for applications covering two or more LPA areas. 13 weeks – for applications from Neighbourhood Forums; applications affecting two or more LPAs; or parish councils proposing a boundary smaller or greater than the parish boundary The Council will publicise the decision and any accompanying documents / information on its website. The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Neighbourhood Planning (General) Regulations 2012 (as amended)

STAGE	REQUIREMENTS	DETAILS OF DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Publicising a Neighbourhood Forum Application</p> <p><i>Regulation 9</i></p>	<ul style="list-style-type: none"> The Council should publicise the application for the forum along with a designation statement on its website and in other such manner as it is considered is likely to bring the designation to the attention of people to live, work or carryout business in the neighbourhood area. Provide details on how to make representations and the deadline to which representations should be received by the Council. 	<p>The Council will publicise the following documents on its website:</p> <ul style="list-style-type: none"> A copy of the application A statement that of a designation is made, not other organisation or body may be designed for that neighbourhood area until that designation expires or is withdrawn. 	<ul style="list-style-type: none"> Minimum of 6 weeks consultation Publish document on Council's website Direct notification all 'Specific' and 'General' consultation bodies (see Appendix 3) Direct notification to individuals, groups and organisations on the Council's Planning Policy Stay Connected system by letter or email. News article in e-newsletter '<i>Plan-it Bradford</i>' The Council may use further methods outlined in Appendix 2.
<p>Publicising a designation of a Neighbourhood Forum</p> <p><i>Regulation 10</i></p>	<ul style="list-style-type: none"> The Council should, as soon as possible after deciding to designate a neighbourhood forum, publish on the Council's website (documents on the right) and in other such manner as it is considered is likely to bring the designation to the attention of people to live, work or carryout business in the neighbourhood area. As soon as possible after deciding to refuse to designate a neighbourhood area the Council will publish a document setting out a decision statement of their reasons for that decision and details of when and where the decision document may be inspected. 	<p>The Council will publicise the following documents on its website:</p> <ul style="list-style-type: none"> Decision statement Name of the Neighbourhood Forum Written constitution Name of the area to which the forum relates Map identifying the area Contact details of at least one member of the forum <p>For refusals, the Council will publicise:</p> <ul style="list-style-type: none"> Decision statement 	<ul style="list-style-type: none"> Maximum 13 weeks prescribed decision time from initial publication. The Council will publicise the decision and any accompanying documents / information on its website. The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Neighbourhood Planning (General) Regulations 2012 (as amended)

STAGE	REQUIREMENTS	DETAILS OF DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Neighbourhood Development Plan</p> <p>Publicity prior to submitted to the LPA</p> <p><i>Regulation 14</i></p>	<p>Before submission to the LPA the qualifying body should:</p> <ul style="list-style-type: none"> • Publicise the plan proposal in a manner that is likely to bring it to the attention of people who live, work or carry out business in the neighbourhood area, this includes: <ul style="list-style-type: none"> ○ The proposals ○ When and where they can be inspected ○ How to make representations; and ○ The deadline for making representations • Consult any consultation body listed whose interests they consider may be affected by the proposals for a NDP. • Send a copy of the NDP to the LPA. 	<p>The qualifying body will publicise the following documents:</p> <ul style="list-style-type: none"> • The proposed NDP • Consultation Statement • SEA statement 	<p>It is the responsibility of the qualifying body (Parish / Town Council or Neighbourhood Forum) to carry out consultation at this stage.</p> <ul style="list-style-type: none"> • Minimum 6 weeks consultation.

The information within this table relates to the Neighbourhood Planning (General) Regulations 2012 (as amended)

STAGE	REQUIREMENTS	DETAILS OF DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Publicising the NDP proposal</p> <p><i>Regulation 16</i></p>	<p>The LPA is required to publicise the following details on its website and in such other manner which would bring the proposal to the attention of people who live, work or carry out business in the Neighbourhood Area:</p> <ul style="list-style-type: none"> • The plan proposals; • When and where the plan can be inspected • That representations may include a request to be notified of the PA’s decision on the plan proposal; and • The deadline for receipt of the representations <p>The LPA is required to notify the bodies referred to in the qualifying body’s consultation statement that the plan has been received</p>	<p>The Council will publicise the following documents:</p> <ul style="list-style-type: none"> • Map or statement which identifies the area to which the NDP relates • Proposed NDP • Consultation Statement • Statement explaining how the NDP meets the requirements of para. 8 of Schedule 4B of the 1990 Act (Basic Conditions Statement) and any necessary Environmental Assessment report. <p>Any other documents submitted to the LPA to supplement the plan proposals.</p>	<ul style="list-style-type: none"> • Minimum 6 weeks consultation from the date on which the plan is first publicised. • Publish document on Council’s website • Direct notification all ‘Specific’ and ‘General’ consultation bodies (see Appendix 3) • Direct notification to individuals, groups and organisations on the Council’s Planning Policy Stay Connected system by letter or email. • News article in e-newsletter ‘<i>Plan-it Bradford</i>’ • The Council may use further methods outlined in Appendix 2.

The information within this table relates to the Neighbourhood Planning (General) Regulations 2012 (as amended)

STAGE	REQUIREMENTS	DETAILS OF DOCUMENTS TO BE PREPARED	HOW WE WILL CONSULT
<p>Publicising the Examiner's Report</p> <p><i>1990 Act; schedule 4B Para 10</i></p> <p><i>Regulation 18</i></p>	<p>As soon as possible after considering the Examiners recommendations and deciding to take forward the NDP, the LPA must publish the following on its website and in other such manner that will bring the report to the attention of people who live, work and carry out business in the neighbourhood area:</p> <ul style="list-style-type: none"> • its decisions and reasons in a 'decision statement'. • Details of where and when the decision stamen can be inspected • Examiners Report • 	<p>The Council will publicise the following document:</p> <ul style="list-style-type: none"> • Decision Statement • Examiners Report 	<p>This is not a consultation stage.</p> <ul style="list-style-type: none"> • The Council will publicise the decision and any accompanying documents / information on its website. • The Council may use further methods outlined in Appendix 2.
<p>Publicising the NDP</p> <p><i>Regulation 20</i></p> <p><i>Regulations 16 & 17 of the Environmental Assessment of Plans and Programmes Regulations 2004</i></p>	<p>As soon as possible after making the NDP, the LPA must publish the following on its website and in other such manner that will bring the report to the attention of people who live, work and carry out business in the neighbourhood area:</p> <ul style="list-style-type: none"> • The Neighbourhood Development Plan (NDP) • Notify those persons requested to be notified that it has been made and when and where it can be inspected. 	<p>The Council will publicise the following document:</p> <ul style="list-style-type: none"> • The Neighbourhood Development Plan • Environmental Report (<i>where subjected to the SEA Directive</i>) <p>Monitoring results will be published in the Council's Annual Monitoring Report</p>	<p>This is not a consultation stage.</p> <ul style="list-style-type: none"> • The Council will publicise the decision and any accompanying documents / information on its website. • The Council may use further methods outlined in Appendix 2.

Please note: This table is a guide to Neighbourhood Planning consultations and sets out the current legal and recommended measures to be taken. Legislation and policy is subject to change from time to time and the users of this document should check the latest position to ensure the full legal requirements are being fulfilled.

Table A7.1 - Bodies to be consulted by the Qualifying Body under the Neighbourhood Planning Regulations

Schedule 1 of the Town and Country Planning, England - Neighbourhood Planning (General) Regulations 2012

1. A local planning authority, county council or parish council any part of whose area is in or adjoins the area of the local planning authority
2. The Coal Authority
3. Homes and Communities Agency
4. Natural England
5. The Environment Agency
6. Historic England
7. Network Rail Infrastructure Limited
8. The Highways Agency
9. Any person to which the electronic communications code applies, or who owns or controls electronic communications apparatus situated in any part of the area of the LPA
10. Where it exercises any functions in any part of the Neighbourhood Area:
 - a. Primary Care Trust
 - b. Licensee under the Electricity Act 1989
 - c. Licensee under the Gas Act 1986
 - d. Sewerage undertaker
 - e. Water undertaker
11. Voluntary bodies whose activities benefit all or part of the neighbourhood area
12. Bodies representing the interests of different racial, ethnic or national groups in the neighbourhood area
13. Bodies representing the interests of different religious groups in the neighbourhood area
14. Bodies representing the interests of disabled people in the neighbourhood area

Please note: This table is a guide to Neighbourhood Planning consultation and sets out the consultation bodies who should legally be notified as part of the NDP preparation. Legislation and policy is subject to change from time to time and the users of this document should check the latest position to ensure the full legal requirements are being fulfilled.

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Report of the Strategic Director, Place to the meeting of Executive to be held on 6 November 2018

X

Subject:

ON-STREET PERMIT PARKING POLICY REVIEW

Summary statement:

This report seeks approval for a revised On-Street Permit Parking policy.

Steve Hartley
Strategic Director -Place

Report Contact: Richard Gelder
Highways Services Manager
Phone: (01274) 437603
E-mail: Richard.gelder@bradford.gov.uk

Portfolio:

Regeneration, Planning & Transport

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

- 1.1 This report seeks approval for a revised On-Street Permit Parking policy.

2. BACKGROUND

- 2.1 An on-street permit parking scheme is a street or area where parking is controlled in order to help residents and/or local businesses park their vehicles. Parking schemes are provided (subject to funding) in areas where vehicles not belonging to residents or associated with local businesses are making parking difficult. In most permit scheme areas, only residents, their visitors and local businesses are eligible for permits. Some schemes do allow non-residents to park without a permit, however this is usually restricted to specific locations and/or times of the day and for limited periods (to allow some provision for short-stay visitor and or service parking).
- 2.2 The Council's current policy on Permit Parking was last updated by the Executive in 2001. A review is required to ensure that the policy reflects current residential and business on-street parking needs and also encompasses lessons learnt through promoting and administering permit parking schemes in the Bradford district in recent years.
- 2.3 The existing criteria is based on a strict parking survey regime to ensure that schemes are only promoted at sites where there is significant conflict between residential and non-residential parking (e.g. from external sources such as commuter parking or large individual employers) for long-periods.
- 2.4 The existing policy criteria are attached as Appendix 1.

3. OTHER CONSIDERATIONS

- 3.1 Whilst it is proposed to retain the core policy criteria, the following key changes are proposed:
- i. Introduce a trigger for further investigations/survey work; request supported by at least 10 (no.) or 25% of households/businesses. (Requests for streets which contain only a few properties or for zones containing more than one street will be reviewed on an individual basis) – at present there isn't a minimum requirement for the level of support to trigger investigations; this proposed change is aimed at minimising the resource implications associated with dealing with non-substantiated requests. Valid petitions will still be a recognised means of triggering further investigation work.
 - ii. Officers to carry out initial site observations to determine if full parking surveys are warranted – to avoid abortive expenditure on traffic surveys, which can cost several hundred pounds each (depending on the survey area).
 - iii. Introduce criteria relating to the level of response rates to survey questionnaires (minimum 75 %) and proportion of external parking (minimum 30%)– to facilitate appropriate assessment of requests and ensure schemes are effective.

- iv. Allow consideration of exceptions to the policy criteria within zoned schemes or where parking not associated with local residents or businesses impacts on access, traffic management or road safety – to prevent a transfer of on-street parking issues and also potential use of permit parking as an effective traffic management tool. Where a street meets the policy criteria, it is possible that adjacent streets don't at that time. However the implementation of a scheme on an isolated street may then lead to a transfer to adjacent streets. Also there are some examples of severe short-stay parking issues (for instance near certain school sites) where permit parking would be the only viable traffic management option that wouldn't adversely affect local residents. Both of these scenarios would benefit as exemptions to the core policy criteria.
- 3.2 The full proposed policy criteria are attached as Appendix 2.
 - 3.3 Parking Services currently issue around 8000 residents, visitors and business permits every two years to people in these schemes who have applied for permits and meet the relevant criteria. Any applications which don't are scrutinized and may be referred back to the Traffic & Road Safety teams for further consideration where a special permit may be approved after considering each application on its own merit.
 - 3.4 The policy changes have been determined in conjunction with officers in the Council's Parking Services team.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 On-street permit parking schemes are currently generally funded as part of the Safer Roads programme. Individual schemes are prioritised by the Area Committees.
- 4.2 Where planning conditions require the implementation of an on-street permit parking scheme, these are funded by the respective developers through legal agreements (e.g. Section 106 of the Town and Country Planning Act).

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 A failure to implement an updated policy for on-street permit parking places would detract from the Council's ability to effectively manage the on-street parking asset within the district.
- 5.2 At present all requests for on-street permit parking schemes are assessed by the Traffic & Road Safety teams. All requests that meet the policy criteria are added to waiting lists that are currently given consideration by the Area Committees on an annual basis. Any schemes prioritised for implementation are also processed by these teams. (Developer funded schemes are promoted as and when funding has been secured).

- 5.3 The administration of the permit system is undertaken by Parking Services. This includes the issue of permits, renewals or amendments and enforcement.
- 5.4 Approval to promote Traffic Regulation Orders for on-street permit parking schemes will remain a function for the Area Committees and the Strategic Director – Place in conjunction with the Portfolio Holder for Regeneration, Planning & Transport. It is proposed to mirror this governance strategy in respect of exceptions to the core policy criteria.

6. LEGAL APPRAISAL

- 6.1 The promotion of on-street permit parking schemes is in accordance with the Council's general powers as Highway Authority and Traffic Regulation Authority under the provisions of the Road Traffic Regulation Act 1984.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Due consideration is given to the local authority duty under Section 149 of the Equality Act 2010 when developing the On-Street Permit Parking policy.

7.2 SUSTAINABILITY IMPLICATIONS

Effective management of on-street parking provision can promote a shift to sustainable transport modes by limiting on-street commuter parking and thereby discouraging car borne journeys.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The implementation projects which encourage sustainable transport modes will potentially reduce harmful emissions.

7.4 COMMUNITY SAFETY IMPLICATIONS

The implementation of on-street permit parking schemes generally reduces vehicle movements in residential areas and is therefore beneficial in terms of road safety.

7.5 HUMAN RIGHTS ACT

All schemes proposed and advertised under the Safer Roads Programme provide for a period of public consultation and opportunity to make representation.

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

Respective ward members are involved in the development of site specific projects.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

- 9.1 That the proposed new policy for the consideration and provision of on-street permit parking places be adopted.
- 9.2 That the current policy for the consideration and provision of on-street permit parking places be retained.
- 9.3 Members may propose an alternative course of action on which they will receive appropriate officer advice.

10. RECOMMENDATIONS

- 10.1 That Executive approves the proposed revised policy for the consideration and provision of on-street permit parking places as detailed in Appendix 2 of this report.
- 10.2 That the authorisation of exceptions to the core policy criteria sits with the Area Committee and the Strategic Director – Place in conjunction with the Portfolio Holder for Regeneration, Planning & Transport

11. APPENDICES

Appendix 1 – Existing on-street permit parking policy criteria

Appendix 2 – Proposed on-street permit parking policy criteria

12. BACKGROUND DOCUMENTS

- 12.1 Report of the Transportation, Design and Planning director to the meeting of the Executive committee on 31 July 2001

Existing on-street permit parking criteria

The existing criteria is based on a strict parking survey regime to ensure that schemes are only promoted at sites where there is significant conflict between residential and non-residential parking (e.g. from external sources such as commuter parking or large individual employers) for long-periods.

1. Weekday

80% of available on-street spaces are occupied
6 hours + per day for at least 4 days/week

2. Weekday evening

80% of available on-street spaces are occupied
4 hours + per evening for at least 4 evenings/week

3. Weekend

80% of available on-street spaces are occupied
6 hours + per day on either Saturday or Sunday.

- Residential car ownership determined by questionnaire
- No more than 50% of properties have off-street parking
- Consider impact on wider area
- Ensure normal demand for residents parking can be met

Existing permit allocation

- 1 per vehicle registered at address
- 1 visitor permit per address (except University area, where no visitor permits issued)
- 1 permit for businesses with 1 off-street parking spaces or less, none where businesses have more off-street parking
- Health and trades professionals to display identification

Elderly/disabled residents who are dependent on regular care by relative, social worker or similar – special permits provided

Proposed on-street permit parking criteria

Surveys

- Introduce trigger for further investigations/survey work; request supported by at least 10 (no.) or 25% of households/businesses. (Requests for streets which contain only a few properties or for zones containing more than one street will be reviewed on an individual basis).
- Officers will carry out initial site observations to determine if full parking surveys are warranted.
- Valid petitions will be a recognised method of triggering further investigations.

Parking capacity criteria:

1. Weekday

80%* of available on-street spaces are occupied
6 hours + per day for at least 4 days/week

2. Weekday evening

80%* of available on-street spaces are occupied
4 hours + per evening for at least 4 evenings/week

3. Weekend

80%* of available on-street spaces are occupied
6 hours + per day on either Saturday or Sunday.

* Of surveyed parked vehicles, at least 30% must be generated by a source external to residents

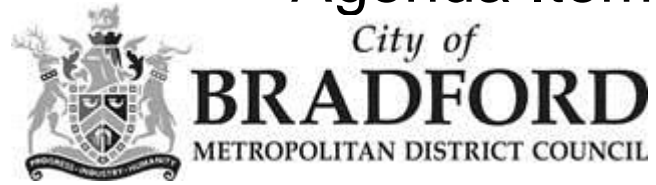
- Residential car ownership determined by questionnaire. There must be a minimum 75% response rate to enable assessment of level of non-residents' parking
- No more than 50% of properties have off-street parking.
- Consider impact on wider area
- Ensure normal demand for residents parking can be met

Exceptions to the criteria in respect of (time) length of parking capacity issues and level of off-street parking may apply for streets within zoned schemes or where external parking significantly impacts on access to drives and/or traffic management and road safety.

Proposed permit allocation

- Retain existing basic allocation
- Introduce additional scratch card based visitor parking (or 'virtual' permits) – subject to 'fair use' policy and monitored by referencing system on cards.
- System of special permits for (accredited) landlords, health visitors and to cater for regular visits by trades-people (e.g. window cleaners)
- System of temporary permits for occasional trades-people (e.g. property repairs and improvements)
- Provision for additional visitor permits in instances where a resident requires regular health worker/family attendance (subject to provision of appropriate evidence from healthcare professional)

Business permits – as existing system but increased provision where there is sufficient business property frontage.



Report of the Strategic Director of Place to the meeting of the Executive to be held on November 6th 2018

Y

Subject:

Extension of the mandatory licensing scheme for Houses in Multiple Occupation (H.M.Os).

Summary statement:

The purpose of this report is to inform members of the changes introduced to the mandatory licensing scheme for Houses in Multiple Occupation (HMOs) under the Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018 and Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences) (England) Regulations 2018 and to agree the approach that the Council will take relating to the fees and charges for licences under the scheme.

Steve Hartley
Strategic Director of Place

Portfolio:

Regeneration, Planning and Transport

Report Contact: Julie Rhodes, Principal
Operations Manager
Phone: (01274) 431163
E-mail: julie.rhodes@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

The purpose of this report is to inform members of the changes introduced to the mandatory licensing scheme for Houses in Multiple Occupation (HMOs) under the Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018 and Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences)(England) Regulations 2018 and to agree the approach that the Council will take relating to the fees and charges for licences under the scheme.

2. BACKGROUND

2.1 The importance of decent homes that people can afford to live in is one of the six key objectives within the Council Plan. Addressing poor housing conditions contributes not only to the housing objective within the Council Plan but also more widely as:-

- Good quality housing attracts companies and workers - leading to an economically prosperous district
- Good quality housing promotes community safety – leading to a safer place in which to live, work and play
- High quality, affordable, warm homes promote health and wellbeing – leading to a healthy district

2.2 The Housing Act 2004 placed a duty on the Council to administer a mandatory licensing scheme for certain categories of House in Multiple Occupation (HMOs) which were deemed to be of the highest risk. In line with this legislation the Council has been administering the current mandatory HMO licensing scheme since April 2006 for HMOs comprising 3 or more storeys and with 5 or more occupants, the occupants to comprise two or more households. There are currently 256 licensed HMOs in the district.

2.3 The Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018 has the effect of extending the scope of Section 55(2)(a) of the Housing Act 2004 so that mandatory licensing also applies to HMOs which are less than 3 storeys high from October 1st 2018.

The Order does not alter the occupation requirement so for mandatory licensing to apply the property must still be occupied by 5 or more occupants, the occupants to comprise two or more households.

2.4 Subject to the occupation criteria, the categories of HMO that will be subject to mandatory licensing are:

- HMOs that meet the standard test under section 254(2) of the Housing Act 2004, i.e. where at least 2 households share a basic amenity
- HMOs that meet the self-contained flat test under section 254(3) of the Housing Act 2004 but are not purpose built flats situated in a block comprising 3 or more self-contained flats. Purpose built is not defined in the Regulations and therefore takes its ordinary and natural meaning, i.e. the

building was designed and constructed for a particular use.

- HMOs that meet the converted building test under section 354(4) of the Housing Act 2004 and in which one or more of the units of living accommodation is not a self-contained flat.

The majority of the above types of HMO were always subject to mandatory licensing, albeit only for those of 3 storeys or more. One of the most significant changes is the inclusion of self-contained flats in multiple occupation that are not purpose built. Initial estimates suggest that there will be between 70 – 150 of this type of flat that will require a licence.

- 2.5 HMOs owned and managed by Registered Providers, the Health Authority and the Police Authority are excluded from the definition of what constitutes a House in Multiple Occupation and are therefore exempt from the requirement to licence.
- 2.6 Licences are normally issued for the maximum period of 5 years, although a licence can be issued for a shorter period in certain circumstances. It is an offence to operate a licensable HMO without a licence, the penalty for which can be a Civil Penalty Notice for up to £30,000 or prosecution.
- 2.7 In anticipation of the extension of the mandatory scheme, the Housing service has implemented a marketing and communications campaign to raise awareness amongst landlords and tenants. This has included:
 - Advisory letters sent to all landlords listed in departmental records who may own or manage HMOs
 - A series of updates using the Council's "Stay Connected" bulletins
 - Promoting the changes using social media, the local Press and the Council's website
- 2.8 The Housing service is also undertaking a number of physical surveys to identify potential properties that may be subject to licensing. To date surveys have been completed in BD1, BD5 and BD7 as these have traditionally been the wards with the highest number of HMOs. The survey is now being extended to cover other postcodes where the data has identified properties that may require a licence.
- 2.9 The Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences)(England) Regulations 2018 require Councils to include additional conditions within all HMO licences issued after October 1st 2018. These additional conditions relate to minimum room sizes which may be occupied as sleeping accommodation in the HMO. A room smaller than the specified size must not be used as sleeping accommodation and communal space in other parts of the HMO cannot be used to compensate for rooms smaller than the prescribed minimum.

The minimum sleeping room sizes to be included as conditions are:

- 6.51m² for one person over 10 years of age
- 10.22m² for two persons over 10 years of age
- 4.64m² for one child under the age of 10 years

It will also be a mandatory condition that a room of less than 4.64m² may not be

used as sleeping accommodation.

The addition of this new condition will not form a significant change in Bradford as, with the exception of the new minimum size for rooms occupied by a child under the age of 10 years, the minimum standards already included in licences issued by Bradford were already consistent with these standards.

- 2.10 The Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences)(England) Regulations 2018 also require Councils to include conditions within all HMO licences issued after October 1st 2018 relating to the disposal of domestic waste but, again, HMO licences issued by Bradford already included conditions requiring a licence holder to ensure facilities for waste disposal were provided for their tenants so this will not form a significant change.

3. OTHER CONSIDERATIONS

- 3.1 Before issuing a licence, the Local Authority must be satisfied that:

The licence holder is a 'fit and proper' person. In deciding whether a person is fit and proper, officers must have regard to any previous convictions relating to fraud, violence, drugs or any housing offences.

The property is suitable for the number of persons for which the application is made.

That satisfactory management arrangements are in place.

- 3.2 There are mandatory conditions which must be attached to a licence such as good management practises but specific conditions relating to an individual property can also be attached requiring additional works to be carried out within a specific time period. Failure to comply with conditions is an offence which can result in a Civil Penalty Notice, the maximum fine for which is £30,000, or prosecution.
- 3.3 A licence can be revoked where the Authority believes the licence holder is no longer 'fit and proper', where there are serious breaches of the licence conditions or where conditions in the property are such that it is no longer licensable.
- 3.4 There is right of appeal against a decision to refuse a licence to the First Tier Tribunal.
- 3.5 If a Local Authority refuses a licence or if the person responsible refuses to apply for a licence then the Council must make an interim management order. This requires the Local Authority to take over the day to day management of the HMO. This can be very costly and in Bradford would necessitate the procurement of a managing agent to deliver the function.
- 3.6 Licensing schemes are to be self-funding. The Government advises that the cost of licensing, including setting up and implementing the scheme must be recovered

from licence fees if the scheme is to be run at nil cost to the Local Authority and that the scheme should not make a profit. The Government has not prescribed a maximum limit but Local Authorities must be able to demonstrate that charges are reasonable.

The licence fees charged are subject to an annual inflationary increase.

3.7 Local authorities have always been encouraged to introduce fee scales so as to reward good landlords. To reflect this, a number of discounts are already included in the Council's scale of charges for HMO licences giving discounts for:

- Full applications requiring less time to process and for applications for HMOs which are to standard requiring no additional advisory or enforcement visits by officers.
- Multiple applications by the same applicant where only one 'fit and proper' persons check is required.

It is proposed that a number of additional discounts are now included for any new eligible licence applications:

- A discount of 5% for licence holders who can evidence that they are members of the Unipol Code of Standards (Bradford) accreditation scheme for the property that is subject to the licence application
- A discount of 5% for properties owned and managed by registered charities

3.8 Officers have been reviewing the licence fees in preparation for the introduction of the new Regulations. There are however a number of ongoing legal proceedings nationally which have implications for the costs that can be included in licence fees and the way in which licence fees are administered.

It is therefore proposed that the implementation of any changes to the initial licence fees should be delayed and that delegated authority be given to the relevant Strategic Director in consultation with the Portfolio holder Regeneration, Planning and Transport to decide changes to the licence fees when there is more clarity regarding the legal position.

This would not affect the ability to implement the proposed additional discounts which, as with existing discounts, would be applied to the existing initial licence fees in the interim period.

3.9 The Housing Act 2004 does give the Council discretionary powers to extend licensing to other categories of HMO which are not subject to mandatory licensing. This is known as Additional Licensing. In order to introduce such a discretionary scheme the Council would need to develop a robust evidence base that a significant proportion of such properties were causing problems with poor management, etc. and would then need to undertake a consultation with those affected including neighbouring authorities. The Council may also require Secretary of State approval dependent on the size and/or scale of the scheme.

Given the recent extension to the mandatory scheme it is suggested that the

Council will closely monitor and, within three years, review the impact of these changes to determine whether there is a need to propose a local Additional Licensing scheme to extend the licensing of HMOs further.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Licensing schemes are to be self-funding. The Government advises that the cost of licensing, including setting up and implementing the scheme must be recovered from licence fees if the scheme is to be run at nil cost to the Local Authority and that the scheme should not make a profit. The Government has not prescribed a maximum limit but Local Authorities must be able to demonstrate that charges are reasonable.

The cost of implementing a licensing scheme is assessed over a 5 year period and are calculated to ensure that so far as is possible to predict, the scheme is run at nil cost to the Authority. Officers have been reviewing the fees to ensure that all relevant costs are included but it is recommended that implementation of these revised fees is delayed until there is more clarity regarding the legal position.

The licence fees charged are subject to an annual inflationary increase.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 There are a number of uncertainties regarding the charging of HMO fees which give rise to some difficulties in making decisions on the structure and appropriate fees at the present time.
- 5.2 Failure to ensure compliance with legislation and relevant standards may compromise the health, safety and welfare of the residents of and visitors to the Bradford Metropolitan District who access private sector residential properties and potentially inhibit the Council's ability to collect the income from any penalties imposed.

6. LEGAL APPRAISAL

- 6.1 The scheme is mandatory by Statute.

There is some recent case law which affects the lawfulness of the charges made in relation to the licensing of HMOs, including the amount of the charges and the structuring of the payments. It is not yet known whether there will be an appeal or further clarification, and accordingly there is some difficulty in making decisions at this point in time.

- 6.2 The Council is subject to the public sector equality duty pursuant to the Equality Act 2010. When making a decision in respect of this report the Council must have regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation; and

- advance equality of opportunity between those who share a relevant protected characteristic and those who don't; and
- foster good relations between those who share a relevant protected characteristic and those who don't.

For these purposes the relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In addition the Council also considers any disproportionate impact on persons on low income and low wage. An Equality Impact Assessment has been undertaken on the impact of the changes to the legislation governing the mandatory HMO licensing scheme. This is attached as Appendix 1 to this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The improvement of housing conditions in the District will have a positive impact on those groups and individuals who suffer multiple disadvantages associated with poor quality and inadequate housing.

An Equality Impact Assessment has been undertaken on the impact of the changes to the legislation governing the mandatory HMO licensing scheme. This is attached as Appendix 1 to this report.

7.2 SUSTAINABILITY IMPLICATIONS

Clarifying and enhancing the Council's approach to enforcement provides support to residents living in private rented accommodation. As part of governance for the District it seeks to indirectly support social and economic well-being, prosperity and resilience.

The practices and impact of landlords, lettings agents and property managers has a direct impact on people's quality of life and these arrangements are a key factor in this respect.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

7.4.1 The presence of poor quality privately rented housing within communities can impact on community safety, the fear of crime and the feelings that residents have towards their neighbourhood. As a result, the success of the team in improving property conditions can have a significant impact on whole streets and neighbourhoods.

7.4.2 Poor quality privately rented housing can, in some cases, attract antisocial behaviour and criminal activity. Where necessary the team work with

neighbourhood wardens, Neighbourhood Services and the police to highlight and tackle problematic properties and criminal activity, ensuring that action can be taken where possible.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

Housing Standards work is largely reactive and covers the whole District.

All housing enforcement activity is taken in line with the Council's Private Sector Housing Enforcement Policy.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

A Privacy Impact Assessment has been completed. No significant issues have been identified.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 Implementation of the mandatory licensing scheme for Houses in Multiple Occupation is a statutory requirement.

9.2 **Option 1 – to update the licence fees charged for new HMO licence and introduce additional discounts for properties owned and managed by registered charities and for licence holders who can evidence that they are members of the Unipol Code of Standards (Bradford) accreditation scheme for the property that is subject to the licence application.**

The outcome of ongoing legal proceedings nationally is highly likely to affect the costs that can legally be included in HMO license fees and the point at why they are charged. Amending the fees prior to the clarification of the legal position is very likely to mean that the fees and the method of administration of those fees would have to be reviewed again. This would pose significant difficulties in the

administration of the fees and in the communication of those fees to applicants and could expose the Council to legal challenge.

The Council could implement the proposed additional discounts as with existing discounts, these would be applied to the existing initial licence fees in the interim period.

Any changes to licence fees would only apply to applications made after October 1st 2018.

9.3 **Option 2 – to make no changes to the HMO licence fees**

The outcome of ongoing legal proceedings nationally is highly likely to affect the costs that can legally be included in HMO license fees. Failure to review the fees and the method of administration of those fees once the outcome of these legal proceedings are known could expose the Council to legal challenge.

9.4 **Option 3 – to await the outcome of the ongoing legal proceedings nationally prior to reviewing the initial HMO licence fees and their administration but to introduce additional discounts for properties owned and managed by registered charities and for licence holders who can evidence that they are members of the Unipol Code of Standards (Bradford) accreditation scheme for the property that is subject to the licence application.**

The outcome of ongoing legal proceedings nationally is highly likely to affect the costs that can legally be included in HMO license fees. Failure to review the fees or prematurely reviewing the fees and the method of administration of those fees prior to the clarification of the legal position could expose the Council to legal challenge.

The additional discounts are proposed on the basis that properties managed by such applicants tend to be well managed and, particularly in the case of those who are members of the Unipol Code of Standards (Bradford) are subject to additional Codes of Standard, which normally reduce the level of intervention required from the Council.

10. **RECOMMENDATIONS**

It is recommended that Option 3 be approved and:

- 10.1 That Mandatory HMO licensing is implemented in line with statutory requirements.
- 10.2 That any scale of charges are subject to an annual increase in line with inflation.
- 10.3 That the Executive delegates to the Strategic Director, Place in consultation with the Portfolio holder for Regeneration, Planning and Transport the authority to make decisions about any amendments to the Council's HMO license fees.

11. APPENDICES

Appendix 1: Equality Impact Assessment on the impact of the changes introduced to the mandatory licensing scheme for Houses in Multiple Occupation (HMOs)

12. BACKGROUND DOCUMENTS

Ministry of Housing, Communities and Local Government – Houses in Multiple Occupation and residential property licensing reform – Guidance for Local Housing Authorities.

Appendix 1:

Equality Impact Assessment Form

Reference –

Department	Place	Version no	1
Assessed by	Julie Rhodes	Date created	8.10.18
Approved by	Shelagh O'Neill	Date approved	16.10.18
Updated by		Date updated	
Final approval		Date signed off	

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

The proposal to introduce additional discounts to the licence fee for the mandatory licensing scheme for Houses in Multiple Occupation and to review the current licence fees pending the outcome of ongoing legal action at a national level.

1.2 Describe the proposal under assessment and what change it would result in if implemented.

The Housing Act 2004 placed a duty on the Council to administer a mandatory licensing scheme for certain categories of House in Multiple Occupation (HMOs) which were deemed to be of the highest risk.

The Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018 has the effect of extending the scope of Section 55(2)(a) of the Housing Act 2004 so that mandatory licensing also applies to HMOs which are less than 3 storeys high from October 1st 2018.

The Order does not alter the occupation requirement so for mandatory licensing to apply the property must still be occupied by 5 or more occupants, the occupants to comprise two or more households.

The Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences)(England) Regulations 2018 require Councils to include additional

conditions within all HMO licences issued after October 1st 2018 relating to minimum room sizes and refuse disposal.

Licensing schemes are to be self-funding. The Government advises that the cost of licensing, including setting up and implementing the scheme must be recovered from licence fees if the scheme is to be run at nil cost to the Local Authority and that the scheme should not make a profit. The Government has not prescribed a maximum limit but Local Authorities must be able to demonstrate that charges are reasonable.

Local authorities have always been encouraged to introduce fee scales so as to reward good landlords. To reflect this, a number of discounts are already included in the Council's scale of charges for HMO licences. It is proposed that a number of additional discounts are now included for any new eligible licence applications:

- A discount of 5% for licence holders who can evidence that they are members of the Unipol Code of Standards (Bradford) accreditation scheme for the property that is subject to the licence application
- A discount of 5% for properties owned and managed by registered charities

Officers have been reviewing the licence fees in preparation for the introduction of the new Regulations. There are however a number of ongoing legal proceedings nationally which have implications for the costs that can be included in licence fees and the way in which licence fees are administered.

It is therefore proposed that the implementation of any changes to the initial licence fees should be delayed and that delegated authority be given to the relevant Strategic Director in consultation with the Portfolio holder Regeneration, Housing, Planning & Transport to decide changes to the licence fees when there is more clarity regarding the legal position.

Section 2: What the impact of the proposal is likely to be

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

Poor quality housing in the private rented sector is often occupied by more vulnerable individuals. The proposed policy will enable the Council to offer a discount to those who are known to be members of organisations or associations who, from experience, have demonstrated higher standards of management.

The review of licence fees will ensure that the mandatory scheme is self-funding which is consistent with Government guidance. The licence fee framework ensures that licence fees are applied consistently.

Compliance with housing legislation will ensure that housing conditions are improved by removing hazards that are prejudicial to the health and safety of

tenants. This should indirectly improve opportunities available to those with protected characteristics.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

Poor quality housing in the private rented sector is often occupied by more vulnerable individuals. The proposed policy will enable the Council to offer a discount to those who are known to be members of organisations or associations who, from experience, have demonstrated higher standards of management.

The review of licence fees will ensure that the mandatory scheme is self-funding which is consistent with Government guidance. The licence fee framework ensures that licence fees are applied consistently.

Compliance with housing legislation will ensure that housing conditions are improved by removing hazards that are prejudicial to the health and safety of tenants. This should indirectly improve opportunities available to those with protected characteristics.

2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.

The policy should advance equality of opportunity between tenants who share a protected characteristic and those who don't (please refer to 2.1).

The policy will have an equal impact on all licence holders. The review of licence fees will ensure that the mandatory scheme is self-funding which is consistent with Government guidance. The licence fee framework ensures that licence fees are applied consistently.

Extending the mandatory licensing scheme for Houses in Multiple Occupation is introduced by the Housing and Planning Act 2016. Prior to the introduction of this legislation the Ministry of Housing, Communities and Local Government (MHCLG) undertook an equality impact assessment of the proposed new powers. The MHCLG has also extensively publicised the new powers with landlord organisations and in the general media.

The changes to legislation have been publicised through the press, social media and the Council's website to raise awareness amongst landlords of their legal obligations and tenants of how the changes may affect their homes.

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

Protected Characteristics:	Impact (H, M, L, N)
Age	L
Disability	L
Gender reassignment	L
Race	L
Religion/Belief	L
Pregnancy and maternity	L
Sexual Orientation	L
Sex	L
Marriage and civil partnership	L
Additional Consideration:	
Low income/low wage	N

2.5 How could the disproportionate negative impacts be mitigated or eliminated?
 (Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

N/A

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

Legal, Finance (including Debt Recovery and Fraud).
 No additional equality impacts identified.

Section 4: What evidence you have used?

4.1 What evidence do you hold to back up this assessment?

MHCLG guidance
 MHCLG consultation.
 Performance data relating to Housing Operations service
 Stock Condition Survey 2015 data.

4.2 Do you need further evidence?

No.

Section 5: Consultation Feedback

5.1 Results from any previous consultations prior to the proposal development.

Extending the mandatory licensing scheme for Houses in Multiple Occupation is introduced by the Housing and Planning Act 2016. Prior to the introduction of this legislation the Ministry of Housing, Communities and Local Government (MHCLG) undertook an equality impact assessment of the proposed new powers. The MHCLG has also extensively publicised the new powers with landlord organisations and in the general media.

Housing officers have worked with colleagues across West Yorkshire to agree a consistent approach across the sub region with regard to proposed changes. This is important due to the fact that property owners often operate across local authority boundaries.

A number of other proposed new powers in The Housing and Planning Act 2016 are still to be introduced. Officers from the Housing service will continue to work with the other Authorities to ensure shared learning and a consistent approach.

5.2 The departmental feedback you provided on the previous consultation (as at 5.1).

The Council provided a response to the MHCLG consultation on the Housing and Planning Act 2016.

5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).

N/A

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

N/A

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 2 AUGUST 2018 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council (to minute 36)
Councillor Tim Swift MBE	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council (to minute 36)
Councillor Peter Box CBE	Wakefield Council (to minute 36)
Councillor Stewart Golton	Leeds City Council
Councillor David Hall	Kirklees Council
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council
Councillor Andrew Waller	City of York Council

In attendance:

Graham Botham	Network Rail (to minute 33)
Rob Warnes	Northern (to minute 33)
Graham Meiklejohn	Transpennine Express (to minute 33)
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

28. Apologies for Absence

Apologies for absence were received from Roger Marsh.

29. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

30. Exempt Information - Possible Exclusion of the Press and Public

Resolved:

- (a) That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendices 7 and 10 to Agenda Item 8 on the

grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- (b) That in accordance with paragraph 5 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 13 on the grounds that it contains legally privileged information and if members of the press and public were present there would be disclosure to them of exempt information. It is considered that the public interest in maintaining the content of the appendix as exempt outweighs the public interest in disclosing the information as publication could prejudice legal proceedings.

31. Minutes of the Meeting of the Combined Authority held on 28 June 2018

Resolved: That the minutes of the annual meeting of the West Yorkshire Combined Authority held on 28 June 2018 be approved and signed by the Chair.

32. Governance Arrangements

The Combined Authority considered a report of the Director of Resources in respect of governance arrangements.

The report provided an update on appointments to committees and panels of the Combined Authority and sought approval for the proposed membership of the Inclusive Growth and Public Policy Panel which was set out in Appendix 2 of the submitted report. Councillor Waller confirmed that York would like to be represented on the Inclusive Growth and Public Policy Panel and it was agreed that a nomination would be sought from them.

Members also endorsed the appointment of Councillor Blake as the representative for the Combined Authority and City of York Council on the Rail North Committee of Transport for the North.

Resolved:

- (a) That the updated appointments as set out in Appendices 1 and 2 of the submitted report be noted.
- (b) That the membership of the Inclusive Growth and Public Policy Panel as set out in Appendix 2 to the submitted report be approved and a nomination from York City Council be sought.
- (c) That the appointment of Councillor Blake as the representative for the Combined Authority and the City of York Council on the Rail North

Committee of Transport for the North, with Councillor Hinchcliffe as her substitute be endorsed.

33. Rail Performance and Governance

The Combined Authority considered a report of the Director of Transport Services on rail performance and governance.

At the last meeting, the Combined Authority had expressed their deep concern about the severe impact the poor rail performance in the north was having on passengers, employment, tourism and the economy in the City Region following timetable changes introduced in May 2018.

The meeting was attended by Rob Warnes, Performance and Planning Director, Northern, Graham Botham, System Operator Director, Network Rail and Graham Meiklejohn, Regional Development Manager, Transpennine Express. They offered their sincere apologies for the chaos and disruption to the rail services and acknowledged that improvements must be made urgently. Each was given the opportunity to address the meeting and provide an overview of their involvement in the process for planning the timetable changes, the reasons for the breakdown in performance following its introduction, the compensation being offered to passengers and the steps being taken to improve performance.

It was considered that there was a lack of accountability and members were extremely disappointed that assurances could not be given as to when improvements to the level of service would be made and that such disruption would not reoccur. They stressed that the compensation packages for affected passengers must be more widely communicated using all media sources.

It was noted that a review of the circumstances leading up to the timetable change was to be undertaken and this would be led jointly by Councillor Judith Blake and Jo Johnson, the Rail Minister. Members noted the remit of the Blake/Johnson Review and the terms of reference which were attached at Appendix 1. They discussed the key points outlined in the submitted report and these would be formally submitted for consideration by the review team.

A meeting would be arranged with representatives from the rail industry once the report and recommendations of the Blake/Johnson review have been received and more information on the measures being taken to improve performance including detailed, up-to-date performance figures and assurances on future performance can be provided. In the meantime the rail operators and Network Rail were asked to provide each district within the City Region with a summary of their plans.

Resolved:

- (a) That the impact on passengers of the May 2018 rail timetable change be noted.

- (b) That the submission of the key points set out in paragraph 2.24 of the submitted report to the Blake/Johnson Rail North Partnership Joint Review be approved.
- (c) That a meeting be arranged to consider the outcome of the Blake/Johnson review and discuss the issues further.
- (d) That the Director of Transport Services request Northern, Network Rail and Transpennine Express provide a summary of their plans for each district of the City Region.

34. Devolution and the Review of Local Enterprise Partnerships

The Combined Authority considered a report of the Interim Director of Policy and Strategy which:

- Provided an update on progress towards securing devolution to Leeds City Region.
- Provided details of the proposals contained in the Review of Local Enterprise Partnerships (LEP), announced by the Government on 24 July 2018.

Members noted the recent developments in relation to the One Yorkshire proposition and copies of the Secretary of State's letter in respect of the One Yorkshire submission and the response from the One Yorkshire Leaders were attached at Appendices 1 and 2 of the submitted report.

It was reported that the Government had recently announced the Review of Local Enterprise Partnerships and the summary of the Government's proposals was attached at Appendix 3. It was noted that the Government has asked for proposals for changes to existing LEP geographies, particularly in relation to the requirement to remove overlaps, by the end of September 2018. Councillor Waller reported that York City Council were disappointed at the rigid view of the geography as they overlapped into two LEP areas and asked that their concerns be taken into consideration. It was noted that there will be engagement with stakeholders and members requested further information and discussion on the various options to determine how best to respond.

Resolved:

- (a) That the recent developments in relation to securing devolution to Leeds City Region be noted.
- (b) That further discussions be held in respect of the review of Local Enterprise Partnerships.

35. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through the Combined Authority's assurance process:

- Rochdale Canal – Cycle Safety Fund
- Corridor Improvement Programme – A58/A672
- Corridor Improvement Programme – A646/A6033
- Beech Hill (Phase 1a and 1b)

Details of the four schemes were provided in the submitted report and it was noted that these had been considered and recommended for approval by the Investment Committee.

Members also considered the following schemes which have had change request reports assessed in line with the Combined Authority's assurance process and also been considered and recommended by the Investment Committee for approval:

- Forge Lane/Dewsbury Riverside
- Kirklees Housing Project
- Bradford One City Park
- Halifax Station Gateway

Consideration was given to the following schemes that have proceeded directly to the Combined Authority due to the nature of the funding streams or timescales related to delivery. Each scheme has been assessed in line with the Combined Authority's assurance process:

- Skills [re]boot project
- Leeds City Region Employment Hub

The Combined Authority also considered a recommendation to enter into a Funding Agreement with Wakefield Council in relation to the Wakefield Eastern Relief Road and details were provided in exempt Appendix 10.

The update on the Leeds New Station Street scheme was noted. It was reported that further work was being undertaken and a final business case will be considered by the Investment Committee in September with approval for the scheme being delegated to the Managing Director in consultation with the Chair of the Combined Authority.

Members discussed the funding and delivery of schemes and it was noted that a report on the impact of Brexit on the City Region would be prepared for the next meeting of the Combined Authority.

Resolved:

- (a) In respect of Rochdale Canal - Cycle Safety Fund - Canal Towpath Improvement Phase 2 - Hebden Bridge to Todmorden –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Rochdale Canal Towpath Improvement project proceeds through decision point 2 and work commences on activity 4 (full business case).
 - (ii) That an indicative approval is given to the total project value of £1.553 million and the Combined Authority funding contribution of £1.473 million (from the Department for Transport – Cycle Safety Grant fund) with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs). The remainder will be funded by £80,000 from Calderdale Council.
 - (iii) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by either Investment Committee or the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (b) In respect of the Corridor Improvement Programme - A58/A672 -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the Corridor Improvements Programme scheme - A58/A672 proceeds through decision point 3 and work commences on activity 4 (full business case).
 - (ii) That an indicative approval to the total project value of £6.024 million is given to be funded from the West Yorkshire plus Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That the development costs of £706,665 are approved in order to progress the scheme to decision point 4 (full business case), and that the Combined Authority issue an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £706,665 from the West Yorkshire plus Transport Fund taking the total approval to £941,665.
 - (iv) That future approvals are made in accordance with the approval pathway and approval route set out in the submitted report, to include at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(c) In respect of the Corridor Improvement Programme - A646/6033
Calderdale -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Corridor Improvements Programme scheme - A646/6033 proceeds through decision point 3 and work commences on Activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £5.092 million is given to be funded from the West Yorkshire plus Transport Fund with full approval to spend being granted once the scheme has progressed through the Assurance Process to decision point 5 (full business case with finalised costs).
- (iii) That the development costs of £594,581 are approved in order to progress the scheme to decision point 4(full business case), and that the Combined Authority issue an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £594,581 from the West Yorkshire plus Transport Fund taking the total approval to £789,581.
- (iv) That future approvals are made in accordance with the approval pathway and approval route set out in the submitted report, to include at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(d) In respect of Beech Hill, Halifax -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Beech Hill project (phase 1a) proceeds through decision point 5 and work commences on activity 6 (delivery).
- (ii) That the Beech Hill project (phase 1b) proceeds through decision point 2 and work commences on activity 4 (full business case) through the provision of an updated business case for both phases 1a and 1b.
- (iii) That indicative approval is given to the total revised Combined Authority funding requirement of £2.197 million, to be funded from the Local Growth Fund. Phase 1b total forecast cost of £797,000 to be funded from over-programming against the Local Growth Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iv) That approval is given for expenditure of up to £1.4 million for Phase 1a of the project to be funded from the Combined

Authority's Local Growth Deal and that the Combined Authority enter into a Funding Agreement with Calderdale Council for expenditure up to £1.4 million.

- (v) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report to include for Phase 1b at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(e) In respect of Forge Lane / Dewsbury Riverside -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request is approved to omit the Forge Lane site from the Growth Deal Priority 4a programme and that this site is substituted with the Dewsbury Riverside site with an indicative allocation of a grant from the Local Growth Fund to the value specified in the exempt Appendix, with full approval to spend being granted once the scheme has progressed through the Assurance Process to decision point 5 (full business case with finalised costs).
- (ii) That the Dewsbury Riverside project proceeds through decision point 2 and work commences on activity 4 (full business case).
- (iii) That the funding support to the Dewsbury Riverside site is provided in the form of a grant to the value specified in the exempt Appendix, rather than as a loan, (which was previously approved).
- (iv) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, including at decision point 5, following a recommendation by the Combined Authority's programme appraisal team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(f) In respect of Kirklees Housing -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the Kirklees Housing project is approved to reduce the Local Growth Fund funding for Phase 1 (Ashbrow Housing and Soothill Housing Sites) to £700,000.
- (ii) That the change request is approved to omit the Stile Common site from the project and that this site is substituted with the Waterfront site (Phase 2) with an indicative allocation for a

£300,000 loan from the Local Growth Fund, subject to Phase 2 being brought back through the assurance process in the form of an expression of interest and considered by Investment Committee and the Combined Authority at decision point 2 (case paper).

- (iii) That the Combined Authority enters into an addendum to the existing loan agreement with Kirklees Council to reflect the change request.
- (iv) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(g) In respect of One City Park, Bradford -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the One City Park project is approved to extension to the project timescales and that the project should reconfirm its business case as part of undertaking activity 5 (full business case with finalised costs).
- (ii) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(h) In respect of Halifax Station Gateway -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the Halifax Station Gateway project of £793,000 additional development funds is approved. This takes the total approved development funds to £1.108 million.
- (ii) That the Combined Authority enters into a £793,000 addendum to the existing funding agreement with Calderdale Council for expenditure of up to £1.108 million from the West Yorkshire plus Transport Fund.
- (iii) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme

Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (i) In respect of Leeds City Region Employment Hub, the Combined Authority approves:
 - (i) That the Leeds City Region Employment Hub project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the total project value of £9 million is given. The Combined Authority contribution will be £8.738 million, which will be funded from an anticipated ESF grant of £5.786 million, Business Rates Pool funding of £2.71 million (year 1 and years 2 & 3 allocation) and £242,000 from an existing revenue approval. Full approval to spend will be granted if the scheme has been successful in securing ESF funding and once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That future approvals for Employment Hub are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (j) In respect of Skills [re]boot project, the Combined Authority approves:
 - (i) That the [re]boot project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the total project value of £3.145 million is given (of this, the Combined Authority's contribution will be £2.870 million which will be funded from an anticipated ESF grant of £1.573 and £1.297 million from Section 31 reserves). Full approval to spend will be granted if the scheme is successful in securing ESF funding and once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Investment Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (k) In respect of Wakefield Eastern Relief Road, the Combined Authority approves:
- (i) That waiver of the requirement that the final account for the Wakefield Eastern Relief Road is settled prior to the Combined Authority entering into an addendum to the funding agreement with Wakefield Council.
 - (ii) That the Combined Authority enters into an addendum to the existing Funding Agreement with Wakefield Council for expenditure of up to £5.574 million taking the total value of the funding agreement to £37.593 million.
- (l) In respect of Leeds New Station Street, approval of the full business case and full business with finalised costs for the Leeds New Station Street scheme be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Combined Authority following consideration by the Investment Committee in September 2018.

36. Channel 4 National HQ

The Combined Authority considered a report of the Executive Head of Economic Services which provided an update on the effort to attract the Channel 4 national HQ to Leeds City Region.

Members welcomed the announcement that Leeds has now been shortlisted as one of the final three locations which was tribute to the effort and partnership approach achieved across the City Region. There was unanimous support from members for the bid which, if successful, would provide benefits and opportunities for all districts in the City Region

Further information will be requested by Channel 4 and a process of negotiation will take place over the summer. It is expected that Channel 4 will announce its preferred location for the national headquarters and two new creative hubs in the autumn.

Resolved: That the City Region's bid for Channel 4 continue to be supported.

Councillor Hinchcliffe left and Councillor Swift chaired the remainder of the meeting.

37. Medium Term Financial Strategy and Budget 2019/20

The Combined Authority considered a report of the Director of Resources which provided an update on the medium term financial strategy and budget planning for 2019/20.

Members noted the proposed timetable for the development of the financial strategy and budget and for engaging with members and partners before its approval in February 2019 which was attached at Appendix 1. A budget

summary which set out the position agreed by the Combined Authority in February 2018 was attached at Appendix 2. It was reported that any changes that have occurred since February 2018 would be addressed in the revised strategy and members discussed the key issues, assumptions and changes to be taken into consideration which were detailed in the submitted report.

A report would be brought to the next meeting, setting out details of costs and income for the next three years and highlighting where decisions are required. Consideration would also be given for public consultation and engagement as part of the budget setting process.

Resolved: That the report be noted.

38. Corporate Planning & Performance

The Combined Authority considered a report of the Director of Resources in respect of corporate planning and performance.

Members discussed corporate performance including progress against corporate priorities, risk management and budget provision. Appendix 1 set out the current status of the 14 key Corporate Plan priorities and an update on the key strategic risks.

It was reported that the Governance and Audit Committee had considered the updated Corporate Risk Management Strategy and had approved the 2017/18 annual accounts at their meeting held on 30 July 2018. The external auditor, Mazars, had reported their findings and had given an unqualified audit opinion, without modification. The current spend against budget was summarised in Appendix 2 and it was noted that there were currently no areas of concern to report.

Resolved: That the report be noted.

39. Appointment of Director of Policy, Strategy and Communications

The Combined Authority considered a report of the Managing Director on the appointment of Director of Policy, Strategy and Communications.

Members noted the process which had been undertaken to recruit a Director of Policy, Strategy and Communications and ratified the appointment of the preferred candidate.

Resolved: That the recommendation of the Member Appointing Panel be approved and Alan Reiss be appointed as Director of Policy, Strategy and Communications, subject to receipt of satisfactory references.

40. Legal Claim in Respect of Combined Authority Loans

The Combined Authority considered a report of the Director of Resources on a legal claim in respect of Combined Authority loans.



The report provided information on the legal claim issued against Barclays Bank PLC (Barclays) in respect of loans held by the Combined Authority and the 2006 regulatory findings made against Barclays on the manipulation of LIBOR (London Inter-bank Offered Rate).

A summary of the current position was provided in exempt Appendix 1 to the submitted report and consideration was given to entering into a retainer with Hausfeld LLP (Hausfeld) for legal representation including the provision of legal and expert advice on the merits of the Combined Authority's claim.

A progress report will be brought to the next meeting.

Resolved: That Hausfeld be instructed to provide legal representation to the Combined Authority including detailed advice on the merits of the Combined Authority's claim.

41. Minutes for Information

(a) Draft Minutes of the West Yorkshire and York Investment Committee held on 4 July 2018

Resolved: That the draft minutes of the West Yorkshire and York Investment Committee held on 4 July 2018 be noted.

(b) Draft Minutes of the Transport Committee held on 6 July 2018

Resolved: That the draft minutes of the Transport Committee held on 6 July 2018 be noted.

A handwritten signature in black ink, appearing to read 'J. H. Beckett', is located in the lower right quadrant of the page.

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