



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 13 September 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
Cooke Hargreaves M Smith	Azam Duffy Bacon Green I Greenwood Watson	J Sunderland

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT
M Pollard Townend	Akhtar Dunbar T Hussain Nazir Thirkill Hussain	Ward

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: Tracey Sugden

Phone: 01274 434287

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To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. MINUTES

Recommended –

That the minutes of the meeting held on 18 July 2018 be signed as a correct record (previously circulated).

(Yusuf Patel - 01274 434579)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel - 01274 434579)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

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

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. WEST YORKSHIRE POLICE AND CRIME PANEL

Bradford Council's representatives on the West Yorkshire Police and Crime Panel are invited to provide a verbal update on the work of the Panel.

The West Yorkshire Police and Crime Panel Annual Report 2016-17 and information relating to the key responsibilities of the Panel have been circulated to Members for information.

(Mustansir Butt – 01274 432574)

7. LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE AND IMPROVEMENT ACTION PLAN

1 - 32

Previous Reference: Executive, Minute 31 (2017/18)

Members will recall that, in 2017, Bradford Council invited the Local Government Association to conduct a peer challenge review. Following on from that, a number of recommendations were made.

The Chief Executive will present a report (**Document "E"**) which provides Members with an update on progress to date on the Improvement Action Plan which was presented to the Executive in 2017.

Recommended –

That progress made to date against the Corporate Peer Challenge Review recommendations, as captured in the Updated Improvement Action Plan in the table set out in Document “E” be reviewed.

(Philip Witcherley – 01274 431241)

8. 2018 REPORT ON PEOPLE CAN

33 - 48

Previous Reference: Minute 19 (2017/18)

At its meeting held on 28 September 2018, the Committee received a report on the Local Government Association Peer Challenge Review and asked for a progress report focussing on People Can and engagement.

The Chief Executive will present a report (**Document “F”**) which outlines some of the wide range of work undertaken in the last twelve months around the People Can approach and principles.

Recommended –

- (1) That the progress made to date be reviewed.**
- (2) That additional activity to support delivery of the People Can approach be identified and proposed.**
- (3) That ways in which Members can support or enhance People Can be recommended.**

(David Cawthray – 01274 432569)

9. WORK PROGRAMME

49 - 60

The Chair of the Committee will present a report (**Document “G”**) which includes the work programme for the Committee for 2018/19.

Recommended –

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

(Mustansir Butt – 01274 432574)



Report of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on 13 September 2018.

E

Subject:

In 2017, the Local Government Association conducted a peer challenge on Bradford Council. This made a number of recommendations that are summarised in this paper.

This report provides an update on progress to date on the report on the Local Government Association Corporate Peer Challenge and Improvement Action Plan.

Summary statement:

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

An Improvement Action Plan was presented to Executive in September 2017. This report outlines the progress made against that Improvement Action Plan and next steps.

Kersten England
Chief Executive

Portfolio: Corporate

Report Contact: Philip Witcherley
Phone: (01274) 43 1241
E-mail: philip.witcherley@bradford.gov.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1 Bradford Council invited the Local Government Association (LGA) to undertake an independent Corporate Peer Challenge review, which took place in March 2017. An [Improvement Action Plan](#) was presented to Executive in September 2017, this report outlines the progress made against this plan.
- 1.2 Since the peer review was published, there have been many areas where there has been strengthened performance:
- A new narrative has been developed across the district and a place marketing plan has been produced with an aim to improve perceptions of the district amongst four target groups (students, investors, businesses and residents).
 - The authority has continued to work well with partners to help shape the future of the district, as demonstrated by the State of the District event, attended by over 100 leaders of Bradford district organisations.
 - We continue to work closely with our partners to make a difference to the businesses and residents of the district. For example, over £2 million in additional investment for the district has been unlocked through our work with local partners around the recent Leeds City Region Business Rates Pool, working with the NHS on health and social care skills, the creative sector on creative industries skills and Community Led Local Development in Keighley and Manningham.
 - The creation of a new Economic Partnership has been formed with improved business engagement and a clear narrative on growth for the district through a new economic strategy published in March 2018.
 - This clear narrative alongside our coordinated action to support the local economy has helped to promote the district:
 - Bradford is now considered by Barclays as the best place in the country to start growing a small and medium sized enterprise (SME).
 - The district is now “on the map” for potential options for a station on the new Northern Powerhouse rail line.
 - The district was named as one of the top emerging European tourist destinations in 2018 in the Luxury Travel Guide.
 - The district is also increasingly becoming a place where the government wants to pilot and develop new initiatives. Earlier this year, Bradford District was selected as an Opportunity Area pilot with investment in education in deprived areas and our work on community cohesion being recognised as one of the five exemplar integration pilots.
 - The partnership between the Local Authority and the health sector has been recognised in a recent Care Quality Commission inspection report which applauded our partnership working and closer alignment of commissioning between health and social care. In line with this, the governance of the Bradford District Partnership with the Health and Wellbeing Board is now aligned, helping to ensure a place based decision making approach across all partners.
 - The Education Covenant, working with over 4,000 local businesses, recognises the valuable role of the whole community in supporting young people to realise their potential.

- The Authority has been sharing data intelligence with Born in Bradford and the Police to help facilitate better joined up and evidence based decisions.
 - More robust programme management processes are now in place, including improved financial monitoring and regular challenge sessions to help ensure the Council's budget is managed correctly.
 - The Authority is working to promote apprenticeships within the Council and in the wider district. We now have 221 active apprenticeships across the Authority.
 - The Bradford crest is now universally used as the internal logo within the Authority, with the Bradford 'B' and "Made in Bradford" widely used in partnership activities.
- 1.3 There is still more to do in some areas. This paper sets next steps in a number of areas to ensure that all recommendations in the peer review are delivered. This includes:
- Fully utilising the revised Health and Wellbeing Board governance by further integrated working across the health and social care system, including on how we consult and engage with residents.
 - Ensuring that the economic strategy is delivered with partners.
 - Making the most of upcoming initiatives for the district including the integration pilot and the local commissioning pilot by Locality.
 - Continue to provide robust challenge to ensure that budget savings are met. Further work is also needed to develop a strong and robust approach to commercialisation across the organisation, making the most of income generation opportunities and diversifying sources of funding.
 - Continuing our work to promote the role of apprenticeships within the council and more joined up work with our partners on apprenticeships.

2. BACKGROUND

The Corporate Peer Challenge Review

- 2.1 At the request of the Leader and Chief Executive of the Council, an LGA team conducted a Corporate Peer Challenge review of Bradford Council during the period 27- 30 March 2017.
- 2.2 The review team spoke to over 260 people including council staff, councillors, partners, stakeholders and young people. They gathered information and views from over 60 meetings and collectively spent more than 230 hours to determine their findings. They looked at five areas:

(i) Understanding of the local place and priority setting: Does the Council understand its local context and place and use this to inform a clear vision and set of priorities?

(ii) Leadership of place: Does the Council provide effective leadership of place through its councillors, officers and constructive relationships and partnerships with external stakeholders?

(iii) Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and

transformation to be implemented?

(iv) Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

(v) Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

- 2.3 While reviewing the above five areas the Council also asked the LGA Corporate Peer Challenge review team to focus on social inclusion and opportunities for young people in skills, education and employment, reflecting Bradford being the youngest city in the country.

The Corporate Peer Challenge Review findings

Headlines

- 2.4 A summary of the Peer Challenge Review can be found in **Appendix A**. The key findings were:
- The Council “recognises it is on a journey of change” from being a provider of services to “being a facilitator and co-ordinator of all of the local resources around a set of shared priorities”.
 - “There is clear recognition of the financial challenges and increasing demand on services faced by local government and its impact, alongside an ambitious approach” to align resources to the priority outcomes in the Council Plan through the budget process.
 - “The Council is ambitious, self-aware and an improving organisation with huge potential, well positioned to benefit from the ambitious goals and programmes set out in the District and Council Plans and increasingly influential within the West Yorkshire Combined Authority.”
 - There is “effective ward and neighbourhood leadership by councillors, officers, partner organisations and active and committed community leaders and voluntary sector.”
 - “The emerging narrative of place needs to more fully reflect the many places that make up the district, alongside clarity around the district’s role and investment requirements in delivering the City Region Strategic Economic Plan.”

The Corporate Peer Challenge Review recommendations

- 2.5 The review made eight key recommendations:

- Develop a coherent narrative of place and ambitions.
- Use the narrative to place shape more effectively with partners.
- Use the ‘People Can’ approach in a more systematic manner.
- Make best use of newly appointed Strategic Director roles.
- More robust financial accountability and allocation of resources within the Medium Term Financial Strategy.
- Accelerate a Team Bradford approach to using apprenticeships.
- Review the Re-deployment Policy.

- Pick one brand for the Council.

The Improvement Action Plan

- 2.6 The results of the peer review were presented to Executive in September 2017 and an improvement plan was agreed. At the same meeting, it was agreed that the peer review recommendations on Strategic Director roles and one brand for the Council were completed. For other recommendations, a summary of progress made to date and areas for further work to ensure that the peer review recommendations are fully delivered are captured in the following table.

Summary of progress made to date

LGA Recommendation	Progress made	Next steps
<p>1. Develop a clear narrative of place and your ambitions</p>	<p>An exercise was undertaken in April 2017 to produce a narrative for the district with partners. This narrative was used to help develop the new economic strategy with partners and sets the ambitions for the district on growth, skills and employment. This was launched in London and Bradford in March 2018.</p> <p>Bradford Economic Partnership is leading on promoting the Bradford narrative through its Made in Bradford website and social media, supported by the Council and local businesses, organisations and groups.</p> <p>To further improve the attractiveness of the district to a number of target audiences (students, businesses, investors and residents), we have developed a place marketing plan.</p> <p>Whilst there are still some clear challenges in the external perceptions of the district, there are many indications that this activity is leading to results in terms of internal and external perceptions:</p> <ul style="list-style-type: none"> - iMpower have rated the district as one of the top 10 most productive authorities. - Barclays have rated Bradford as the best place to start a business. - Bradford and the surrounding district has been rated as one of the top emerging travel destinations in the Luxury Travel Guide. - Recognition in the recent Care Quality Commission report on Bradford District's Health and Social Care praising the joined up work around the partnership narrative. <p>As part of the development of the integration strategy, we have been engaging with our communities. In Summer 2018 we commissioned a district wide conversation with residents and business from across our district to discuss local priorities to respond to the government's</p>	<p>The newly appointed Assistant Director for the Office of the Chief Executive will review the current approach to place marketing to ensure our activity in this area has maximum impact with target audiences.</p> <p>We are working to develop how we involve the voice of youth in the development of our narrative and approach. We will be piloting from Sept 2018 a social media based approach to hearing and responding to youth voice. This approach is considered to be more accessible to many young people, particularly those who feel they cannot have their voice heard in larger district wide youth voice events.</p> <p>The authority will work to ensure that all new strategies and the refresh of the Council Plan is built on the clear narrative of place and ambitions that we have set.</p> <p>From Spring 2019, the authority will begin to work to draw on this narrative to refresh the Council</p>

LGA Recommendation	Progress made	Next steps
	<p>Integrated Communities strategy and Bradford's designation as a local pilot area. Over 650 people were involved, most spending over an hour talking about their experiences of life in the district and how we can work better together to reduce the barriers to integration that people face. Key emerging themes focused on employment, children missing at school and across communities and work around our shared 'rights and responsibilities' including community safety, hate crime and litter. A local action plan is now being developed to respond, which will form part of our wider Stronger Communities strategy.</p> <p>We have also reviewed our existing Council Plan objectives and ambitions and created a revised programme of performance indicators which clearly set out the things we are looking to achieve as an authority over the next twelve months and beyond.</p>	Plan.

LGA Recommendation	Progress made	Next steps
2. Use the narrative to place shape more effectively with partners	<p>Over the last year, we have made progress to foster and embed a “Team Bradford” approach to working with partners to shape our place. There are a number of examples of this:</p> <p>The partnership between the authority and health has been recognised in a recent Care Quality Commission inspection report which applauded our partnership working and closer alignment of commissioning between health and social care. The governance of the Bradford District Partnership is now also aligned with the Health and Wellbeing Board, ensuring a place based decision approach across all partners.</p> <p>There is now an aligned Bradford District recruitment narrative across partners, using the developed place narrative for the district.</p> <p>£2 million in additional investment has been unlocked for the district through a partnership approach to the recent Business Rates Pool, working with the NHS on Health and Social Care skills, the creative sector on creative industries skills and Community Led Local Development in Keighley and Manningham.</p> <p>A children’s transformation and integration group has been established. This enables providers and commissioners across a wide stakeholder group (including the voluntary and community sector) to share and critique services for local communities and drive ambition.</p> <p>The district is working closely with the Government and our local schools to improve the life chances of our children through the Opportunity Area. This brings £6 million in additional funding for the district as well as close working relationships including with dedicated secondments from the Department for Education working in the district.</p> <p>We are working across organisations in the city to combine data</p>	<p>Continue to work across the Health and Wellbeing partnership to provide delivery on our shared agenda.</p> <p>Build on the existing shared intelligence partnership with the Police. Work with Born in Bradford and their partners at University College London and the University of York to share evidence and develop research to enable the authority, partners and communities to develop new interventions and programmes.</p>

LGA Recommendation	Progress made	Next steps
	<p>intelligence and analysis. In August 2017, a multi-agency hub for council and police shared intelligence and data analysis was created to improve shared intelligence around joint priority areas.</p> <p>The Education Covenant is a district wide collaboration between the Council, education and skills providers, businesses and parents. The purpose of the covenant is for the education sector to work more closely with the business community to achieve change for children and young people in the district. Over the last year, over 4,000 local businesses were involved in the Education Covenant.</p> <p>We are working with communities to co-produce the 0-19 Family Hub Service offer for Prevention and Early Help. Area advisory networks have been created to develop a new model for this service through the capacities of local residents, local associations and local institutions. It is planned that a new delivery model will be in place by October 2018.</p> <p>The authority has been working closely with Born in Bradford to help evaluate what works to create an evidence base of best practice for both the Opportunity Area and our housing partnership work.</p>	

LGA Recommendation	Progress made	Next steps
3. Use the People Can approach in a more systematic manner	A separate paper to Corporate Overview and Scrutiny Committee is covering the performance of People Can and next steps.	A separate paper to this Overview and Scrutiny Committee outlines some of the organisational next steps to deliver People Can.
4. More robust financial accountability and allocation of resources within the Medium Term Financial Strategy	<p>Our Medium Term Financial Planning continues to strengthen with steps taken to revise our budget delivery programme where proposals are experiencing difficulty and that new proposals are only accepted where they are backed by robust business cases. This extends to working with external organisations such as IMPower to accelerate delivery of our Adults demand management programme.</p> <p>Programme management arrangements have been strengthened to ensure robust management of projects. The authority has been providing robust challenge as part of the budget setting process. Autumn challenge sessions are being held to address in-year spending pressures and to take pro-active management of in-year savings.</p> <p>New governance arrangements have also been implemented – overall financial position alongside performance within Budget Delivery Programme are a focus at Council Management Teams every month. Building on this we have invested in automating our financial reporting, boosting the skills of budget holders and focussing our resources on the highest areas of risk.</p> <p>We have also strengthened the resilience of our balance sheet to withstand forthcoming external financial pressures by revising our Minimum Revenue Provision policy and releasing £52.5m into a dedicated earmarked reserve.</p>	<p>Continue to have Autumn Challenge sessions to address in year spending processes and target future savings in the upcoming budget processes.</p> <p>Identification of additional funding sources which support council priorities.</p> <p>Further develop a strong and robust approach to commercialisation across the organisation, making the most of income generation opportunities and diversifying sources of funding.</p>

LGA Recommendation	Progress made	Next steps
5. Accelerate a Team Bradford approach to using apprenticeships	<p>Following the peer review, we set an ambitious target of 500 apprenticeships a year by 2021. This is far in excess of the national targets of 2.3% of the workforce in order to reflect the fact that we are the youngest city in the country.</p> <p>There are currently 221 active apprentices being funded from Bradford Council's Apprenticeship Levy. This is made up of 110 existing staff accessing apprenticeship development opportunities; 55 new apprenticeship starts within the Council; and 56 new apprentices in schools that contribute to the Levy. There are 76 apprenticeships in progress and due to start soon. Most new apprentices are aged under 30, with a good proportion being under 20.</p> <p>Our performance of 221 active apprentices is in excess of the national target of 2.3% of the workforce. Whilst it is behind our own internal stretching target, our performance is strong when compared to other authorities in the region. For example, Leeds (whilst being a larger authority) has around the same number of apprentices as Bradford, Barnsley have 104, Hull have 126, and York have 30. Conversations with other local authorities have indicated that many areas face similar challenges to increase apprenticeship numbers (for example, under austerity and cuts, many authorities face vacancy freezes which makes it challenging to recruit new staff).</p> <p>Our levy funds are predominantly being used to fund level 2 and 3 qualifications at present; these are the intermediate grade apprenticeships. However, we are now working with managers to explore options for higher grade apprentices.</p> <p>Alongside our own activity, we are working in partnership with businesses and other employers to increase the number of apprenticeships in the district. This includes activities like building pre-apprenticeship education</p>	<p>Bradford Council have set internal targets of 500 apprentices per year by 2021, with a focus on under-represented groups:</p> <ul style="list-style-type: none"> • 10% - disabled people • 30% - BME • 5% other vulnerable groups (carers, young offenders, young parents etc) <p>In order to meet this target, we are now converting all vacancies below Band 8 into apprenticeships (unless there is a business case for why this is not possible).</p> <p>In addition, 100% of young people leaving care are to be offered access to a traineeship or apprenticeship.</p> <p>We continue to work with departments to look at how we can increase apprenticeship opportunities, and we are now exploring higher level apprenticeship opportunities for new recruits (where vacancies arise). We are supporting existing employees to undertake apprenticeship development opportunities. We are also exploring how we can make</p>

LGA Recommendation	Progress made	Next steps
	<p>pathways, and apprenticeship enrichment programmes. In addition, our business rates pool funding for skills and workforce development in health and social care will support individuals looking to develop their careers in these sectors in the district.</p>	<p>best use of the levy funds to fund development opportunities for organisations across the district.</p> <p>We are working with businesses and training providers across the district to run an apprenticeship fair at Valley Parade during Apprenticeship Week 2019. This will be the first time this event has occurred in Bradford so our young people will not have to travel to Leeds.</p>
<p>6. Review the redeployment policy</p>	<p>We have had an on going dialogue with Trade Unions on improving our workforce information in consultation processes and how we can improve the support offered to staff going through the redeployment process.. We have implemented additional up-front 1 to 1 support for employees in CV preparation, interview skills and careers counselling.</p> <p>Our Redeployment Officers also continues to provide advice about the suitability of jobs for redeployees.</p> <p>These processes aim to support staff regardless of whether they are redeployed to another role in the council or find a career elsewhere</p>	<p>As part of the Big Project to deliver culture change to the Council, we are already reviewing all of our redeployment, recruitment & selection arrangements and incorporating the assessment of behaviours in addition to competencies. The continued roll out of the Evolve system will identify development needs, skills and knowledge of employees.</p> <p>We are developing an employee knowledge portal and upgrading our existing manager portal including the introduction of a new recruitment and induction site. Both portals will be live later in 2018.</p>

Next Steps

- 2.7 As part of the Peer Challenge process, we are entitled to a light touch follow up review. This will provide an independent assessment of how we are delivering against the recommendations. At the time of writing, a follow up meeting is being planned for Spring 2019.
- 2.8 There are also planned papers on People Can and Commercialisation tabled for future meetings of the Corporate Overview and Scrutiny Committee which will allow an opportunity for a more in depth examination of these specific areas.

3. OTHER CONSIDERATIONS

None

4. FINANCIAL & RESOURCE APPRAISAL

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

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

6. LEGAL APPRAISAL

No comments from the legal appraisal.

7. OTHER IMPLICATIONS

None

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

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

7.7 WARD IMPLICATIONS

None directly

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

Review the progress made to date against the Corporate Peer Challenge review recommendations, as captured in the updated Improvement Action Plan in the above table.

10. APPENDICES

Appendix A: [Corporate Peer Review Challenge Summary Findings](#)

11. BACKGROUND DOCUMENTS

None

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Corporate Peer Challenge

City of Bradford Metropolitan District Council

27th to 30th March 2017

Feedback Report

1. Executive Summary

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

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

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

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

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

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

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

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

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

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

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

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

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

2. Key recommendations

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6. Accelerate a Team Bradford approach to using Apprenticeships:

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

7. Review Re-deployment Policy:

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

8 Pick one brand for the Council:

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

3. Summary of the Peer Challenge approach

The peer team

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

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

Scope and focus

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

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

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

The peer challenge process

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

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

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

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

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

4. Feedback

4.1 Understanding of the local place and priority setting

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

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

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

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

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

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

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

4.2 Leadership of Place

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

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

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

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

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

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

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

4.3 Organisational leadership and governance

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

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

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

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

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

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

4.4 Financial planning and viability

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

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

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

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

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

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

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

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

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

4.5 Capacity to deliver and resources

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

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

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

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

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

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

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

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

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

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

4.6 Young People, Education, Skills and Employment

School Improvement

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

Social Cohesion

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

Link between young people, skills and future employer demand

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

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

Apprenticeship Strategy

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

Young Peoples' Views

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

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

5. Next steps

Immediate next steps

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

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

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

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

Follow up visit

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



Report of the Chief Executive to the meeting of the Corporate Overview and Scrutiny Committee to be held on 13 September 2018.

F

Subject:

2018 report on People Can

Summary statement:

In September 2017 the Corporate Overview and Scrutiny Committee received a Local Government Association (LGA) Peer Challenge review report and the Council's response to the report contained an Improvement Action Plan. Members asked for progress to be reported against the People Can approach and more specifically around engagement. This report outlines some of the wide range of work undertaken in the last 12 months around the People Can approach and principles.

Kersten England
Chief Executive

Portfolio: Corporate

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Overview & Scrutiny Area: Corporate

1. SUMMARY

In September 2017 the Corporate Overview and Scrutiny Committee received a Local Government Association (LGA) Peer Challenge review report and the Council's response to the report contained in an Improvement Action Plan. Members asked for progress to be reported against the People Can approach and more specifically around engagement. This report outlines some of the wide ranging work undertaken in the last 12 months around the People Can approach and principles.

2. BACKGROUND

2.1 People Can principles and approach

"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 recognised within the Council that it cuts across all the Council Plan outcomes,

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 approach is currently themed around 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 do we find funds, space and skills to get our project or initiative off the ground.

2.2 People Can Website

Communicating the principles of People Can and making resources available and accessible is essential to the promotion of People Can. The existing People Can

website was built with a limited budget and designed to test the *brand* of People Can, to help promote the principles and good practices of People Can and to be a medium to engage with citizens. It was also designed to help demonstrate that people in the district are receptive to working together, are prepared to get involved, and want to provide local solutions. The website is designed to be an accessible online portal where individuals and groups can also learn more about People Can; access resources through a knowledge base of case studies, see the types of events undertaken, provide up to date news and as a place to contact those who can advise and help.

The People Can website's centre of gravity is mainly, but not exclusively within the Department of Place (Neighbourhoods, Parks, Museums, Countryside and Rights of Way). The first phase of the website development and the content showing case studies clearly supports the initial idea that testing the People Can brand and providing an online resource has been validated and has, under its current design, reached its goals and potential.

2.3 LGA Peer Challenge

In March 2017 the LGA undertook a Corporate Peer Challenge. Feedback from the challenge review identified ***the People can approach is already demonstrating impact and has enormous future potential***. The report also stated it is a widely recognised approach and powerful asset-based model with huge transformational potential. It encapsulates the journey that both the district and the council want to go on; that of empowering people to do more for themselves and others. However, communications and public relations functions (within the Council) need ***to focus on engaging residents through People Can***.

The LGA Peer Challenge recommended:

Use the People Can approach in a more systematic manner:

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

That we maximise the impact of People can and extend the impact across other departments and services, therefore reaching further into our communities.

The Corporate Peer Challenge Feedback Report along with the Improvement Action Plan was presented to this Committee 28th September 2017. The Committee resolved:

- This Committee request that a report in relation to the progress being made against the Improvement Plan be presented in 12 months.

- That a further report be presented in 6 months' time which focuses on engaging with residents through the "People Can" approach.

A separate report is being taken to this committee (September 2018) that details progress against all the LGA Improvement Action Plan People Can areas.

This report specifically outlines some of the wide ranging and excellent work undertaken in the last 12 months around the People Can approach and principles.

2.4 Post Peer Review

Following the Peer Review the Council Plan Delivery Board (CPDB) took the decision to place the ownership of People Can within the Well Run Council Outcome as opportunities to embed the principles of People Can and coordinate activities across all Council Plan Outcome areas sits with this Board. However, in response to the Leader of the Council's request for Officers to consider the future delivery of People Can and the reality that genuine capacity to build confidence in communities, affect local issues, hands on experience and knowledge of People Can sits predominantly in the Neighbourhood Service, the decision was taken to move ownership to the Department of Place (July 2018).

3. Council Plan outcome areas

As a citizen focussed approach, People Can connects all the Council Plan priority outcomes with a large number of projects and initiatives being led by Council Departments. Below are some examples over the last 12 months of the wide range of activities and programmes of work within Council Plan outcome areas that shows the diversity, complexity and scalability of the work being undertaken to complement the People Can approach and principles.

3.1 Better skills, more good jobs and a growing economy

The principles and practices of People Can are integral to the Business Covenant. The Covenant intends to help build capacity and greater participation through volunteering from Bradford businesses in a number of areas such as business engagement as part of wider district economic growth plans. The District has been working closely with Community Led Local Development Projects in both Manningham and Keighley to help promote the growth of local entrepreneurs and community organisations in these areas.

Benefits include:

- Engage with businesses to ensure buy in to key components of inclusive growth – recruitment / retention / training / pay / contract arrangements etc.
- Secure job and wealth outcomes for Bradford citizens (precise targets to be developed in next phase of project development)

- Demonstrate Bradford's leadership within the wider West Yorkshire inclusive growth work programme
- Evidence move from service delivery to facilitation / enabling / convening role as a Local Authority

There are plans for an overarching 'Bradford Covenant' with the key principles incorporating all pillars of the covenant e.g. Education, Culture, health & skills, Business. As the Business covenant is developed, it will incorporate People Can principles in line with the approach to be taken on the wider Bradford Covenant.

3.2 A great start and good schools for our children

Education Covenant

The Education Covenant is a district wide collaboration between the council, the public, schools, colleges, higher education, businesses, VCS, communities and parents. It is a catalyst for bringing together community efforts, resources and assets to support a shared vision that all Bradford's children and young people will have a safe, healthy and successful educational pathway from cradle to career. It is a promise to deliver improved education to all.

The Education Covenant embraces the People Can principles of seeking to use wider community, business, partner and individuals' assets and resources to build capacity, to change our relationship with schools and colleges, to build self resilience, and to promote active citizenship. It is built on the ethos that improving educational attainment is everyone's responsibility.

The Covenant engages and connects individuals, businesses and organisations to schools and young people. It is a long term commitment to act together in new and powerful ways to achieve change for our children and young people.

Community partners are coming together to support children and young people in different ways. This is demonstrated in the Education Covenant prospectus that includes 49 free programmes offered by partners from a wide range of sectors. During 2017, 4600 local businesses were actively involved in delivering the Education Covenant.

In addition the Education Covenant has helped empower schools to make many more direct contacts with businesses that have supported them, connected with 76 community organisations.

Bradford Community Champions

Bradford Community Champions is a team of diverse and carefully selected individuals. They come from non-privileged backgrounds and have a wealth of experience, including in relation to dealing with challenges, to offer to young people..

Bradford Community Champions support the People Can principles as they are individuals from a variety of professions who engage with and support the community in many ways inspiring young people through education to make a difference to their lives and the way in which they behave. This group of people embrace the People Can principle of volunteering to help others and giving up their time to invest in young people and share their knowledge and experience with them.

Co-production of the Family Hub Service Offer

The Council and its partners are implementing a 0-19 Family Hub for Prevention & Early Help.

The Family Hub model draws on the People Can principles of using resources and experience across and within our communities to co-design and provide support. This means an approach which draws on what already exists and is best and most valued in families and communities.

The Family Hub Service Offer entails a collective approach to planning and delivery and is underpinned by asset based mapping and planning.. It is a process whereby a fuller understanding or an “inventory” of the resources, skills and talents of individuals, associations and organisations available in communities will form the basis for managing resources. It based on the principle that even the poorest neighbourhoods are places where individuals, families and organisations have capacity upon which to build and support others. o it aims to uncover these capacities in the community. It is aligned to the People Can principles through being focussed on building and finding solutions through the capacities of local residents, local associations and local institutions and is relationship driven, constantly building, engaging with and re-building linkages among local people, local institutions, and local organisations so seeking who else can help and work with us on issues.

This approach will allow us to identify and map the elements of the offer that are already being delivered or supported by each sector and have a shared clarity around roles. It will also help to identify where there are significant gaps but potential for co-delivery and identify physical Family Hub sites in areas.

Work has started to asset map at a cluster level, broadly aligning to the Primary Care (General Practitioner) and school clusters and to bring together key partnership Leads linked to each of the four geographical areas to form Area Advisory Networks.

Discussions on area outcomes and inequalities are taking place with key stakeholders to engage in wider asset mapping against the broad core offer above. These Area Advisory Networks will incorporate the required advisory role for oversight of the children’s centre core offer and it is planned that the new delivery model will be in place by 1 October 2018.

3.3 Better health, better lives

Joint work between Neighbourhood Ward Officers and the Bradford District Clinical Commissioning Groups is embracing the principles of People Can by engaging GPs, the VCS and volunteers to help shape community plans into something more than GP focussed plans. Working with Primary Care, 6 ward officers are engaging with staff members from one of the local schools to discuss the many health issues that local families face and how the school can work on addressing these. Discussions have included:

- How to address concerns including high rates of obesity in year 6 students.
- Support for appointment systems at GP surgeries being more flexible in terms of appointments as children are being taken out of school during core lesson time. These are appointments for both long term reviews and acute (on the day) presentations
- More active promotion of self-care, self-help and self-management, which would reduce the demand for appointments
- Self-care and educational events in schools to promote engagement

This approach ensures input from the VCS and the Council to help represent local peoples' interests and concerns using community assets and resources (and not just a medical and health service focus).

Bradford District Prevention and Early Help programme

The prevention and early help in localities programme provides a focus on prevention and early help delivery at a community and district wide level. It provides community solutions to the strategic challenges facing the public and voluntary sector to support a different way of working that enables people who live in the district to take a lead role in shaping and developing their communities and own lives.

There are many partnerships and programmes of activities in the district that are working hard on prevention and early help initiatives, most of which have moved or are moving towards a locality approach. However, it is accepted that further work to join up delivery is needed alongside a stronger focus on communities leading the way and for communities to achieve positive outcomes for themselves.

In achieving a district wide view and approach to prevention and early help, a common narrative is being developed that embraces the principles of People Can for example:

- Communities taking the lead – support to be provided by services where required whilst working with the community or individual. Changing the relationship between the service and the community / individual,

- Strengths (asset) based approach to maximise capabilities within localities
– to be informed by public sector data and intelligence, local knowledge and local resources,

It is acknowledged by the Prevention and Early Help Strategic Board that there are many prevention and early help interventions and initiatives already matured or in development and that the principles and practices of People Can will be integral to the programme.

Community Led Support (CLS) programme

The Department of Health and Wellbeing has embraced the principles of People Can through its Community Led Support (CLS) programme. This programme of change is based on principles to achieve a better experience and outcomes for people, increase the productivity and effectiveness of Adult Social Care services and change the relationship between the council and the individual.

The principles adopted are:

- Co-production brings people and organisations together around a shared vision,
- There is a focus on communities and each will be different,
- People can get support and advice when they need it so that crises are prevented,
- The culture becomes based on trust and empowerment,
- People are treated as equals, their strengths and gifts built on,
- Bureaucracy is the absolute minimum it has to be,
- The system is responsive, proportionate and delivers good outcomes

Work has commenced to develop the practices needed to provide effective CLS with two area social work teams: Keighley and Bradford South. Community events have been held in those areas to raise awareness and engage with a wide range of stakeholders to create a shared vision and gain their motivation to be actively involved, ensuring co-produced solutions from the start. This approach will continue to be developed across all teams and will be supported by a steering group open to all stakeholders.

Staff within the social worker teams continue to work with colleagues in Neighbourhood Teams and the voluntary and community sector to map activities taking place in Keighley and Bradford South.

Resources have been invested in staff development supporting social work teams to have conversations (not assessments) with people, starting with understanding the individuals' strengths, and those of their families and wider community – understanding the resources and assets available to support the individual. This work has been led by front line staff to ensure genuine empowerment of teams and this has meant staff are thinking and acting differently.

Pop up social work offices with VCS organisations are now in place in: Central Keighley (CABAD), Keighley Healthy Living Centre (Keighley Healthy Living) and Buttershaw Bedale Community Centre (Christian Family). These centres are helping to engage with and develop different relationships with the third sector and partners.

Work has progressed quickly because of the in-depth work undertaken with the Keighley team to model and test this approach. Plans are in place to extend the approach and working practices to the Shipley area team who support people with learning disabilities. Development work is currently taking place in the Access team (first point of contact) to ensure people are given the right level of advice and support at the right time to ensure independence. Technology is also being used as an alternative option such as the Rally Round app that provides a free online tool for families and carers in Bradford District to organise formal and informal support for someone they care about.

3.4 Safe clean and active communities

Work on the People Can initiative has been used as a means of engaging with, bringing communities and people together and providing opportunities for different groups to build relationships. The People Can principles and ethos is well established across this outcome as is a culture of volunteering across the district that continues to see benefits in terms of community cohesion and communities selflessly supporting each other.

Bradford Integration Strategy Consultation

In summer 2018 the Council commissioned a district wide conversation with residents and business from across our district to discuss local priorities to respond to the government's Integrated Communities strategy and Bradford's designation as a local pilot area. Over 650 people were involved, most spending over an hour talking about their experiences of life in the district and how we can work better together to improve the barriers to integration that people face. Key emerging themes focussed on employment, social inclusion at school and across communities and work around our shared 'rights and responsibilities' including community safety, hate crime and litter. A local action plan is now being developed to respond, which will form part of our wider Stronger Communities strategy.

Great Get Together

Inspired by Jo Cox MP and her belief that we have more in common than things that separate us, people from across Bradford District took part in the second year of Great Get together events. 89 events have taken place across the district, where communities have taken the initiative to come together and share food and refreshments and learn more about one another. This year saw small groups applying for the first time and enjoying the experience of reaching out to other people in their neighbourhoods and making new connections.

VCS Transformation Programme

The VCS Transformation Programme has been developed by the Council in collaboration with voluntary sector anchor organisations across the district. It seeks to work with those voluntary organisations that are struggling, through a process of peer to peer support and specialist advice. This is helping to build a more sustainable voluntary sector, which in turn is helping to support volunteers and active citizens across Bradford district.

Community Stars

This is an established event which recognises and celebrates the contributions made by people within communities. The 2018 event will be larger in size to accommodate the growing number of participants.

Partnership working

Promotion of People Can through partnerships continues to be a focus with examples such as the Bradford District Woman's Health Network (a cross sector partnership) that through their annual International Woman's Day and Positive Minds events during June 2018 were able to promote People Can and engage with a wide cross sector audience.

Volunteering

Volunteers Week, the annual volunteers fair, has grown in recent years into an exciting and family orientated festival, where in June 2018 over 20 charities and community groups embraced the People Can principles of volunteering and community action. Bradford is also a pilot city for Helpforce, a national NHS programme to help increase the numbers of volunteers supporting the NHS.

People Can - make a difference kite mark

Eight charities and community groups have received the new People Can Volunteering Kitemark, our local accreditation for volunteering. 14 volunteer managers completed their Certa accredited managers training to level three. Bradford is the UK's only city to offer free accredited training for volunteer managers and is funded through the NLDC funding from both Bradford Council and Bradford College.

Social media

The use of social media engagement has been used to help promote People Can and engage with individuals with a total reach in excess of 127k on Twitter in the last twelve months and with over 25k unique users engaging on story links and over 177 posts have taken place on Facebook promoting People Can and People can events and seen by over 44k individuals in the past six months.

The use of social media as a method of communicating with citizens has proven to be an effective method of enhancing the Council's engagement. A new social media communications strategy underpins our approach to the use of social media and Area Coordinators, who are a critical vehicle for promoting People Can and facilitating actions, have been encouraged to use social media to help better engage with citizens.

3.5 Outcome – Well Run Council

Social Value and inclusion policy.

The Council's Social Value and Inclusive Growth Rationale and Policy Document approved by the Executive on 5 December 2017 is applied to all procurements for contracts >£25k from 3 April 2018.

The Policy sets out our approach for doing more than sourcing the Council's supplies at a price that it is competitive and good value for money, it sets our ambition for meaningful Social Value from our suppliers. The policy sets out for commissioners, procurers and council suppliers what the Council is seeking to achieve for residents and businesses in the district by taking a proportionate and scalable approach to social value.

Promoting social value in public procurements means buying goods and services that will help create jobs, tackle unemployment, strengthen skills and employability, and build cohesive and confident local communities and lower barriers to social mobility and inequality. The Council's policy and associated toolkit will help commissioners and procurers where appropriate develop and put in place contracts that will encourage providers to support the People Can principles through community volunteering, support for the voluntary and community sector and creating opportunities for 'hard to reach' individuals.

4.0 Next Steps

Coordination of People Can

There has been good progress across most Council Plan outcomes and Departments in embedding the principles and practices of People Can and it is evident there is a real passion and commitment for the People Can approach and ethos as shown by the examples of People Can activities and projects detailed in this report. However, this energy and activity is not coordinated across Council Plan outcomes or across Departments, and opportunities to increase the reach and scope of People Can, better embed the principles, join up work, work better to engage with communities, learn from initiatives and build organisational capacity may be missed without this coordination.

Recognising the People Can approach could be enhanced further by undertaking a more coordinated approach, the Council Plan Delivery Board agreed a business case to provide additional resource to help co-ordinate People Can activity across the Council and partners to help maximise the impact. It was also recognised by the Board that a number of improvement strands need to be accelerated in order to achieve maximum benefit of the People Can approach. These include:

- Improve the People Can website, making it more interactive, to make assets, resources and information more visible and accessible,
- Increase the number of volunteers,
- Identify opportunities to secure external funding where available.

Appendix 1 outlines the current development plan, objectives and activities to drive the further embedding of People Can principles.

Website - Next Phase

The next phase of the website development will focus on providing resources that will help transform relationships between the council and citizens, and support working together in different ways.. It is also intended this development phase will further test the central hypothesis of asset based community development and capacity building i.e. if we make it easier for people to find and share assets / resources, this will enable more people to work together in new ways to meet needs, solve problems and create opportunities. It is proposed the key purpose of the People Can website will be for it to become the platform where individuals, groups or organisations motivated to take social action will find information and assets (skills, space etc.) to help them achieve their goals.

OTHER CONSIDERATIONS

4. FINANCIAL & RESOURCE APPRAISAL

The delivery of People Can activities and programmes will be met from within current resources. The support of People Can and the website enhancements will be met within resources allocated from the Implementation Fund to the Neighbourhood Service. This activity will be coordinated by the Stronger Communities Co-ordinator lead.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Governance arrangements to ensure the effective coordination and governance of People Can activities will be managed within the programme and project management arrangements of the Council Plan Outcome Delivery Boards.

6. LEGAL APPRAISAL

No comments from the legal appraisal.

7. OTHER IMPLICATIONS

None.

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable.

7.4 COMMUNITY SAFETY IMPLICATIONS

None.

7.5 HUMAN RIGHTS ACT

No Human Rights Act implications.

7.6 TRADE UNION

If changes are made to Council policy or established practices as a result of People Can activities or programmes, Trade Unions will be consulted as appropriate.

7.7 WARD IMPLICATIONS

None directly.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

None.

10. RECOMMENDATIONS

1. That progress made to date be reviewed.
2. That additional activity to support delivery of the People Can approach be identified and proposed.
3. That ways in which Members can support or enhance People Can be recommended.

11. APPENDICES

Appendix 1 – People Can Development Plan September 2018 – September 2019.

Appendix 1 - People Can - Development Plan - September 2018 – September 2019

Objectives:

- | | |
|--|---|
| 1. Raise the profile of PC to wider audience.
2. Respond to LGA Peer Review Recommendation
5. Corporate Delivery | 3. Respond to austerity challenges
4. Support Integration Strategy |
|--|---|

Action	Description	Lead	Start	End	Comments
Development of Resources					
Bid to Implementation Fund	Secure additional resources for staff support, apprentices, digital asset development & brand development	AK	June 2017	July 2018	Completed
Development of Digital Assets	Put in place Project Team - Develop PC website to integrate Comoodle platform sharing solutions, and increase capacity and capabilities of the PC site e.g. 'how to guides' links to partner sites, You Gov etc.	MM	Oct 2018	March 2019	
Increase Engagement					
Internal Council Workforce/ Departments	<ul style="list-style-type: none"> Deliver awareness sessions as part of workforce development to departmental teams, visit team meetings, learning lunches etc. Use existing opportunities identified through PC Events Activities Calendar to engage and work in collaboration 	PC Lead/ MM/S SPO	Sept 2018	March 2019	On going
Embed People Can across council depts. and partner agencies	<ul style="list-style-type: none"> Explore new ways of working with Adults and Children's and Stronger Communities Boards Work with and support partners in their People can delivery 	PC Lead/ MM/ PSPO	Sept 2018	Sept 2019	On going
External – Community, Communities of	<ul style="list-style-type: none"> Use existing opportunities identified through PC Events Activities Calendar to engage and work in collaboration 	PC Lead/ MM/S	Sept 2018	Sept 2019	On going

Interest, Young People VCS, Strategic Partners & Businesses,	<ul style="list-style-type: none"> Support the development of a Young People Can Strand 	SPO			
Marketing & Communications	Develop Marketing & Communications plan to raise profile of and increase engagement with People Can using a wide range of media to increase reach. Including You Gov and Social media	MM/ People Can lead/SPO	Sept 2018	Sept 2019	Plan completed – You Gov now added to SM channels for comms
Strategic Development					
Link People Can approaches to the delivery of Priority Outcomes	<ul style="list-style-type: none"> Identify opportunities to utilise People Can approaches to support Education Covenant outcomes Identify opportunities to utilise People Can approaches to support Business Covenant outcomes (Inclusive Growth) Identify opportunities that may exist within Outcomes Boards delivery plans Deliver 2x Stronger Communities Forums 	MM/ PC lead/ SPS O	Sept 2018	Sept 2019	On going 2 forums held, Completed - World Café launch PC kite mark and Big Advice Day to support Small Charities Week
Administration					
Governance	Oversight and reporting of People Can will be to Neighbourhoods & Active Delivery Group (bi monthly) which will in turn report to the Stronger Partnership Board Meetings	MM/J B/DF / PC Lead	June 2017		On going
Performance Management	Existing metrics will be revised and expanded to build on established baseline	MM/ PC Lead	2017	July 2017	On going



Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 13 September 2018

G

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2018/19

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny Committee

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

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2018/19, which is attached as appendix 1 to this report.

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

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

- 3.2 The remit of this Committee also includes:

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

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

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

4. FINANCIAL & RESOURCE APPRAISAL

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

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

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

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

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

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

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2018-19 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

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

11. APPENDICES

Appendix One – 2018-19 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 18th July 2018 at City Hall, Bradford.			
Chair's briefing 27/06/2018. Report deadline 05/06/2018.			
1) 2017-18 Annual Finance and Performance Report.	The Councils overall finance and performance position at the end of 2017-18.	Andrew Crookham/Philip Witcherley.	To be considered by the Executive on 10 July 2018.
2) First Quarter Financial Position Statement.	The forecast financial position as at 30 June 2018.	Andrew Crookham.	To be considered by the Executive on 10 July 2018.
3) Domestic Violence Commissioning.		Liz Barry/Sarah Possingham.	
4) Draft 2018-19 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Municipal Year.	Mustansir Butt	
Thursday, 13th September 2018 at City Hall, Bradford.			
Chair's briefing 28/08/2018. Report deadline 30/08/2018.			
1) Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) LGA Peer Review.	Progress against the Improvement Plan be considered in 12 month time.	Philip Witcherley/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	David Cawthray.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017. Was due to be considered on Thursday 19 April 2018, but meeting was cancelled.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt	
Thursday, 4th October 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 11th October 2018 at City Hall, Bradford.			
Chair's briefing 19/09/2018. Report deadline 27/09/2018.			
1) Industrial Services Update.		Peter Keeley.	Request from members. Scheduled Thursday meeting for consideration on Thursday 19 April 2018 was cancelled.
2) Bradford Councils Workforce Development Strategy 2015-2021.	12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty/Christopher Farquhar.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
3) Draft Poverty Strategy for the District.		Helen Johnston.	Corporate O&S recommendation from Thursday 25 January 2018 for this to be considered in June 2018.
5) Risk Management across the Council.		Mark St. Romaine.	Corporate Overview and Scrutiny Committee recommendation from Thursday 25 January 2018.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
1) Mid Year Finance and Performance Outturn Report.		Andrew Crookham/Philip Witcherley.	
2) Financing for regeneration of building on Godwin Street, Bradford BD1 2SU formerly occupied by the Odeon.	Report on options for the financing in respect of the project led by Bradford Live / The NEC.	Andrew Crookham.	
3) Council Tax /Business Rates.		Martin Stubbs.	
4) Families First Programme.	A progress report be submitted in 12 months time.	Martyn Stenton.	Corporate Overview & Scrutiny recommendation from Wednesday 22 December 2017.
5) Equality Objectives.	12 month progress report.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 15th November 2018 at City Hall, Bradford.			
Chair's briefing 31/10/2018. Report deadline 01/11/2018.			
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 22nd November 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 6th December 2018 at City Hall, Bradford.			
1) Managing Attendance Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 13th December 2018 at City Hall, Bradford.			
Chair's briefing 21/11/2018. Report deadline 29/11/2018.			
1) District Plan Progress Report.	Performance and Resourcing.	Philip Witcherley/Kathryn Jones.	Corporate Overview & Scrutiny Recommendation from Wednesday 20 December 2017.
2) Safer and Stronger Communities Performance reporting.	To be considered in June 2018.	Ian Day/Rebecca Trueman.	
3) Safer Communities Plan.	That a progress report on the Bradford District Safer and Stronger Communities Strategic Plan 2017-20 be considered in 12 months time, which includes outcomes and indicators.	Ian day/Rebecca Trueman.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 20 December 2017.
4) Integrated Communities Strategy.		Ian Day/Philip Witcherley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 17th January 2019 at City Hall, Bradford.			
Chair's briefing 19/12/2018. Report deadline 03/01/2019.			
1) Verbal update from Bradford Councils representatives on the West Yorkshire Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	
2) Implementation of Universal Credit across the District.	To focus on the roll out of Universal Credit.	Martin Stubbs.	Corporate Overview & Scrutiny Recommendation from Wednesday 21 February 2018.
3) Organisational Procurement Strategy.		Duncan Farr.	Request from Corporate O&S Chair.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 14th February 2019 at City Hall, Bradford.			
Chair's briefing 23/01/2019. Report deadline 31/01/2019.			
1) Third Quarter Financial Position Statement.		Andrew Crookham.	
2) Draft Digital Strategy.		David Cawthray.	
3) Draft IT Strategy.		Keith Hayes.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 14th March 2019 at City Hall, Bradford.			
Chair's briefing 20/02/2019. Report deadline 28/02/2019.			
1) Updated Prevent Programme for the District.	To include details of the new programme.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny recommendation from Thursday 22 March 2018.
2) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	
Thursday, 11th April 2019 at City Hall, Bradford.			
Chair's briefing 20/03/2019. Report deadline 28/03/2019.			
1) Managing Attendance Scrutiny Review.	Review findings and recommendations.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 11th April 2019 at City Hall, Bradford.			
Chair's briefing 20/03/2019. Report deadline 28/03/2019.			
2) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview & Scrutiny.	Mustansir Butt.	
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work programme.	Mustansir Butt.	

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Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 New Ways of Working.	Scrutiny Review. Could possibly link in with the Managing Attendnace Scrutiny Review.	Mustansir Butt.	
2 Quarterly Performance reports.		Philip Witcherley.	
3 Effectiveness of Bradford Councils approach and key Partners towards tackling dangerous driving throughout the District.		Mustansir Butt.	Member request.
4 Gambling.	Implementation on new Strategy.		Request from Cllr Richard Dunbar.

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