



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 10 October 2019 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Azam D Green Kamran Hussain Watson Tait Shafiq	Bibby Goodall Riaz	Griffiths

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Akhtar Dunbar T Hussain Nazir Thirkill Salam	Pollard Townend Sullivan	Reid

Notes:

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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

To:

Agenda Contact: Yusuf Patel / Mustansir Butt

Phone: 01274 434579 / 2574

E-Mail: yusuf.patel@bradford.gov.uk / mustansir.butt@bradford.gov.uk

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 12 September 2019 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 the publication of the agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. TENDERING OF FRAMEWORK AGREEMENT FOR THE SUPPLY OF PRINT SERVICES

1 - 6

The Assistant Director Office of the Chief Executive will submit a report (**Document “H”**) which sets out the details of the procurement enquiry that Marketing & Communications – Design & Print Procurement Services proposes to tender and the relevant timelines to ensure compliance with the Council’s Contracts Standing Orders, Financial Regulations and EU procurement legislation.

Recommended –

That the report be noted and the option to undertake the tendering exercise and publish the Print Services framework procurement enquiry also be noted.

7. **BRADFORD COUNCIL'S WORKFORCE DEVELOPMENT STRATEGY 2015 - 2021** 7 - 50

The Director of Human Resources will submit a report (**Document "I"**) which provides a progress update to Corporate Overview and Scrutiny on the Council's Corporate Workforce Development Strategy 2015 – 2021. This was the recommendation from Corporate Overview & Scrutiny of 11 October 2018 that a progress report be submitted in 12 months time.

Recommended –

That Members note the report.

(Michelle Moverley – 01274 437883)

8. **HANSON SCHOOL'S FINANCIAL POSITION** 51 - 58

The Committee, at its meeting held on 11 April 2019, requested a report on the financial circumstances relating to Hanson School's overspend.

The Strategic Director Children's Services will submit a report (**Document "J"**) setting out Hanson School's financial position.

Recommended –

(1) **The Committee is asked to consider and to note the information provided in the report.**

(2) **An update on the School's financial position be presented to the Committee early in the new calendar year.**

(Mariam Haque - 01274 431078)

9. **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2019/20** 59 - 74

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document "K"**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2019/20. The Committee is asked to consider which items it wishes to include in the work programme.

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 Assistant Director Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny to be held on Thursday 10 October 2019

H

Subject:

TENDERING OF FRAMEWORK AGREEMENT FOR THE SUPPLY OF PRINT SERVICES.

Summary statement:

In line with the requirements of Contracts Standing Order 4.7.1 to report all proposed procurement exercises with a total estimated contract value of over £2million prior to commencement of the procurement tendering process:

Marketing & Communications wish to inform the relevant Overview and Scrutiny Committee of the procurement project that they intend to undertake over the following six months period, supported by Commissioning and Procurement and thereby give Members the opportunity to engage in the process prior to inviting tenders from the marketplace.

This report sets out the details of the procurement enquiry that Marketing & Communications – Design & Print Procurement Services proposes to tender and the relevant timelines to ensure compliance with the Council’s Contracts Standing Orders, Financial Regulations and EU procurement legislation.

David Walmsley
Assistant Director
Office of the Chief Executive

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Portfolio:
Chief Executive

Overview & Scrutiny Area:
Chief Executive
Corporate Services

1. SUMMARY

- 1.1 Marketing & Communications – Design & Print Procurement Services has a requirement to put a framework agreement in place for the supply and delivery of a full range of visual, graphic and printed products with a total value in excess of £2 million to meet the requirements of the Council and its service users and to ensure that the Council remains compliant with Contracts Standing Orders, financial regulations and EU/UK legislation due to the value of the services required.
- 1.2 The aim of the Framework Agreement is to appoint a range of highly skilled, competitive and experienced print companies that can provide the Council with a comprehensive range of high quality printed material as and when required. This will include the supply, storage and distribution of printed material.
- 1.3 The length of the framework agreement will be three years, with an option to extend for a further one year period.
- 1.4 Based on previous annual expenditure, it is estimated that the Council spends approximately £700k per annum on Print Services. The estimated value of the framework/contract excluding VAT is £2,800k over the Framework period including any extensions.

2. BACKGROUND

The Print Services Framework was previously tendered in 2015 for a three year period and subsequently extended for a further one year extension period in 2018.

The framework is still being used for print service requirements, but has recently expired and now needs to be retendered, as the Council has an ongoing requirement for printed products.

The proposed timetable to undertake the procurement exercise is set out below:

Matter	Date(s)
Issue of ITT to Bidder(s)	Monday 14 th October 2019
Deadline for ITT clarification questions	Friday 15 th November 2019 - 14.00 Hours
Return of Tenders	Friday 29 th November 2019 - 14.00 Hours
Completion of evaluation of Tenders	Friday 31 st January 2020
Notification of intention to award the Framework Contract	Monday 17 th February 2020
Standstill Period	Monday 17 th February 2020
Internal approvals process	Friday 6 th March 2020
Framework Contract Award	Monday 9 th March 2020
Framework commencement	Wednesday 1 st April 2020

3. OTHER CONSIDERATIONS

- 3.1 There is a requirement for the printed services to be tendered to ensure that: -
 - the Council's printed products are purchased at competitive prices and Best Value is achieved.
 - Council communications and marketing strategies are delivered to the Bradford district and wider public.

- there is continuity of supply of print services and the Council has access to print suppliers who can turn urgent work requirements around in a short space of time.

3.2 Re-tendering of the current framework will give Design & Print Procurement Services the opportunity to review and take advantage of changes in the market place with suppliers, processes and prices and also innovations in e-procurement processes such as use of purchasing cards etc.

4. FINANCIAL & RESOURCE APPRAISAL

The print services framework is divided into nine lots for specific print categories to encourage SMEs and local suppliers to bid and it is expected that a minimum of three suppliers will be appointed to each Lot on the framework.

The Lots are as detailed below and individually **estimated** to be worth:

Lot No.	Description	Typical Examples	£ Value P/A
Lot 1	Conventional Print	Medium to Large volumes, flat sheets up to B1. Forms, newsletters, leaflets & folders with multiple finishes.	£150k
Lot 2	Digital Print	Low volumes. Reports, agendas, leaflets, posters (below A2), flyers, business cards. A6 Invite printed boards. Booklets folded and stitched. Postcards including variable data.	£80k
Lot 3	Large Format Print	PVC + Mesh banners, roller banners, large posters, window vinyls, display items.	£100k
Lot 4	Jobbing	NCR sets, mono leaflets, pads. Multi-part forms perforated & numbered. Order books, pads, loose sets. Mono newsletters.	£20k
Lot 5	Envelopes	Various types - Window, non-window, pocket, wallets, various sizes printed, self-seal & gummed.	£35k
Lot 6	Security Print	Cheques, BACS, Benefit letters/ statements, Register of Electors data bases supplied for output daily and weekly onto pre-printed stationery. Pressure seal base stock. Mail Sort and Walk Sort facility a must .	£170k
Lot 7	Promotional Items	Staff uniforms, event T Shirts, cotton bags.	£25k
Lot 8	Labels	White vinyl self-adhesive products such as domestic bin stickers.	£25k
Lot 9	Fulfilment & Mailing Services	Specialist fulfilment & mailing services including bespoke addressing & packaging of mail with multiple inserts to the Council's Theatres customers.	£95k

The framework will be pro-actively managed by the Design & Print Procurement Services. Call-off contracts will be awarded for individual print jobs following further mini-competitions based on price and the supplier's capacity to complete the work, thereby continuing to ensure that the Council gains best value throughout the duration period of the framework.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

No risks have been identified as a result of Design & Print Procurement Services implementing their proposed recommendation to re-tender the framework for the supply of Print Services.

5.1 However, the following risks have been identified if Design & Print Procurement Services were not to re-tender this framework: -

- There will be no framework/contract in place for Print provision for the Council.
- Non-compliance with Contracts Standing Orders, National and EU legislation for the supply of goods and the Council may be exposed to unnecessary risk.
- Risk of failing to ensure continuity of printed materials to the Council's service users.
- Loss of higher discounts received from current suppliers.
- Less control over Council departments' demand, ordering and expenditure than is currently in place for managing and awarding print work.
- May result in higher prices paid by services, as print jobs may not be tendered though mini-competition.
- Reduced supplier management through loss of regular performance monitoring, and review meetings.
- The Council's print work would not be produced by any local suppliers if a decision was made to use a collaborative framework.

6. LEGAL APPRAISAL

6.1 There is a requirement to advertise and re-tender the contracts under the Council's Contracts Standing Orders and Procurement Strategy and to ensure compliance with EU legislation due to value of the individual contracts.

6.2 'EU Procurement Rules' are the Directives and Regulations implemented in the UK to set out the law on public procurement. EU Financial Thresholds at which the EU Procurement rules are applicable:

"As of 1st January 2018 these are: Works (maintenance and construction) £4,551,413 and Services and Supplies £181,302".

6.3 Contracts Standing Orders (4.7) state that:

"Before inviting tenders or quotations, the Authorised Officer must:

4.7.1 for contracts with a total estimated contract value in excess of £2m, report details to the relevant Overview and Scrutiny Committee using the standard Committee report template."

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There are no issues arising from the Council's Equality & Diversity Strategy to

consider as part of this report.

However, the Council's Marketing & Communications team will endeavour to ensure that printed publications are available in a range of alternative and accessible formats wherever possible.

7.2 SUSTAINABILITY IMPLICATIONS

The Print Services tender documents and specification have been updated to ensure that they include details of the Council's commitment to reducing its carbon footprint through promoting sustainable best practice and through working with Contractors who are actively taking steps to minimise the impact of their activities on the environment.

Through tendering the Print Services framework, the Design & Print Procurement Services would seek suppliers that are able to demonstrate how they would support the Council on its sustainability policy through ensuring that: -

- All print paper and card is certified as FSC (Forestry Stewardship Council) and traceable back to source wherever possible thereby meeting the Council's World Wildlife Fund (WWF) Silver pledge.
- All chemicals, inks and other print products are environmentally friendly and wherever possible come from sustainable sources and must not adversely affect the health of production operatives, the Council's services users, customers/clients including members of the public.
- Production processes and operations are energy efficient and environmentally friendly as possible.

The Print Services framework also contributes to the Council's policies on sustainability by designing and delivering printed material on recycling, cleaner and greener neighbourhood campaigns etc.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The procurement of Print Services has an impact on the Council's and wider District's carbon foot print through distribution, print production methods and products used etc.

By undertaking a tendering exercise Design & Print Procurement Services would seek to minimise future environmental impact, through selection and contract management of suppliers who propose sustainable and environmentally friendly products (as appropriate), alternative fuel efficient vehicles etc. and that manage their work activities to minimise any environmental impact through energy/resource conservation, efficient route planning etc.

7.4 COMMUNITY SAFETY IMPLICATIONS

None - There are no community safety implications arising out of the recommendations within this report.

7.5 HUMAN RIGHTS ACT

None - There are no Human Rights Act implications arising out of the recommendations within this report.

7.6 TRADE UNION

There are no Trade Union implications arising from this report.

7.7 WARD IMPLICATIONS

None - There are no Ward or area implications to be considered as part of this report.

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

N/A - There are no Area Committee Action Plan implications to be considered as part of this report.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

N/A - There are no Corporate Parenting implications arising from this report.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

Tender documents and specification have all been brought into line with the latest requirements of the General Data Protection Regulations (GDPR), Data Protection Act 2018 and the Council's technical security requirements for Data, Information Systems & Confidentiality.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 None - There are no Not for Publication Documents to be considered as part of this report.

9. OPTIONS

9.1 Continued use of current framework, but the previous agreement has expired, and there are no further extensions available. This is also not an option as the annual spend exceeds EU limits and there is a requirement to follow EU legislation.

9.2 Use of other collaborative frameworks, managed by CCS, ESPO, YPO (Crown Commercial Services, Eastern Shire Purchasing Organisation and Yorkshire Purchasing Organisation), however no collaborative agreements have been found that meet the requirements of the Council, or include any local suppliers.

9.3 No other suitable existing frameworks have been identified that would meet the Council's current requirements.

9.4 Design & Print Procurement Services expects that through completing an open competitive OJEU tender via YORtender there will be a compliant framework in place that meets the Council's requirements and achieves best value. Recommendation that an open OJEU tender be undertaken by the Council with the framework split into lots to encourage SMEs and local Bradford suppliers to bid for the Council's print services.

10. RECOMMENDATIONS

That the report is noted and the option to undertake the tendering exercise and publish the Print Services framework procurement enquiry also be noted.

11. APPENDICES

None – There are no additional appendices to this report.

12. BACKGROUND DOCUMENTS

None – There are no background documents to this report.



Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 10 October 2019

Subject:

Bradford Council's Workforce Development Strategy 2015 - 2021

Summary statement:

This report provides a progress update to Corporate Overview and Scrutiny on the Council's Corporate Workforce Development Strategy 2015 – 2021. This was the recommendation from Corporate Overview & Scrutiny of 11 October 2018 that a progress report be submitted in 12 months time.

Anne Lloyd
Director of Human Resources

Portfolio:
Corporate

Report contact:
Michelle Moverley
Head of Human Resources
Naomi Fernandez
Organisation and Workforce
Development Manager

Overview and Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 This report provides members with a progress update on the Council's corporate organisation and workforce development programme.
- 1.2 The purpose of this programme is to provide a coordinated approach to the development of the Council's workforce, so managers and employees have the rights skills and behaviours to deliver good quality services to the people of the district.
- 1.3 Bradford Council's workforce has been through a period of unprecedented change since 2010. The level and pace of change is expected to continue and it is anticipated that Bradford will be a smaller Council, with fewer resources and a greater requirement to work with communities to enable the right outcomes for the people of the District.
- 1.4 The Council needs a workforce that understands the needs of the community it serves and is able to work with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.
- 1.5 Leaders and Managers will need to lead others through this change positively. As well as possessing the 'technical' skills required to fulfil their role, employees need to develop new skills that will enable them to become more flexible, innovative and future-focussed.
- 1.6 The Workforce Development Strategy (*Appendix 1*) sets out key activities that will enable us to develop a culture of high performance, with effective leadership, where services are delivered by motivated people and teams, who are passionate about delivering good quality services to the people of the District.

2. BACKGROUND

- 2.1 Last year the Committee were presented with a progress update on the Organisation and Workforce Development Strategy. This report provides a summary of progress during 2018-19, and sets out key deliverables for 2019-20.
- 2.2 Progress up-date 2018-19:

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
Apprentice-ships <i>*Appendix 2 provides a full progress report and breakdown up to 1st September 2019, by age, department, qualification level and cost.</i>	National target of 2.3% (329 apprentices) of our workforce are apprentices	<ul style="list-style-type: none"> As of 1st September we have 250 active apprentices funded via the Levy towards the public sector target of 329 per financial year 	On-going target - Working towards this target for March 2021 Requiring a further 79 apprentices
	Internal targets for apprentices by March 2020 =	<ul style="list-style-type: none"> Since the introduction of the levy May 2017 there have been 479 apprenticeship starts This consists of: 135 existing staff 	On- going target - We have met this as an

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
	400 and by March 2021 = 500	<p>accessing apprenticeship development opportunities; 80 new apprentice starts and 71 apprentices in schools that contribute to the Levy</p> <ul style="list-style-type: none"> We have 138 apprenticeship requests in progress and start dates due 	accumulative target and on track for 400 apprentices by March 2020
	Increase in the number of council employees under the age of 25 years	<ul style="list-style-type: none"> Most new apprentices are under age 30, a good proportion being under 24 For existing staff apprentices there are 4 under age 24 out of 114 apprentices Out of 190 live council apprentices 67 apprentices are under age 24 25s age group reduced by 10 on last quarter (currently 3.5% of the total headcount). This is 3 less than it was at 1st July 2018 (was 3.5% of total headcount) 	On-going target – Progress made in decreasing age profile through apprentice opportunities
	10% of apprenticeships – special educational needs and or disabled people	<ul style="list-style-type: none"> 1% of target achieved – with no further data as apprentices do not have to disclose this information. Disability – The Council overall has 4.5% of employees stating they have a disability, true managers have 3.6% stating a disability & top management have 0.0% stating a disability (was 0.0% at 1 July 2018) Partnered with Project Search and part of the employer advisory board supporting young people with disabilities into local employment Part of the employer network to increase opportunities for people with disabilities into work in the Bradford District 	On- going target
	30% of apprenticeships – BAME	<ul style="list-style-type: none"> Ethnicity – The Council overall has 27.8% BME employees (of those employees that stated their ethnicity), true managers are 17.8% BME, & top management are 5.6% BME (was 6.3% at 1 July 2018) <p>The current statistics for apprenticeships are:</p> <p>Schools – 60 New Apprentice Starts 11(18%) - BAME 21 (35%) - English 28 (47%) - Not stated/No Information</p> <p>Council – 76 New Apprentice Starts</p>	On-going target

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<p>17 (22%) - BAME 35 (46%) - English 24 (32%) - Not stated or No Information</p> <p>Council - 114 Up-skill Existing Apprentice Starts 18 (16%) - BAME 88 (77%) - English 8 (7%) - Not stated/No Information</p> <p>Total 250 Apprentice Starts 46 (18%) - BAME 144 (58%) - English 60 (24 %) - Not stated/No Information</p>	
	100% Children leaving care – offered access to traineeships or apprenticeships	<ul style="list-style-type: none"> • Career event held for LAC and Foster Careers to promote Council Apprenticeships • All apprenticeship posts are sent to Leaving Care team for LAC • 2 LAC were employed into apprenticeship opportunities but no longer on programme. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship. • Working with Childrens Service to identify inclusive recruitment opportunities to support development of traineeship programmes / pre-apprenticeship development opportunities 	On-going equality Objective target
	Council spending and making best use of the levy funds	<ul style="list-style-type: none"> • Levy funds are predominantly used to fund level 2 and 3 qualifications, including statutory and mandatory training • We are committed to transferring 5% of the levy to the Health and Social Care Partnership to support the health and social care workforce in the district of £75,000 • Higher level apprenticeship posts are being introduced as relevant posts become available to support graduate entry 	On-going target – Progress on Levy spend is detailed in the <i>Appendix 2</i>
Leadership and Management Development	Continuation of the Council's leadership development	We have continued with the Leadership development programme as mandatory for management tiers 1- 5 and open to all levels of managers and leaders in the Council. Targeting 600 managers we have delivered	Met target of committed delivery with WFD and OD partners

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
<p><i>*Appendix 6 is the new Leadership and Management programme 'our leadership commitment'</i></p>	<p>programme themed around the Councils priorities for change for 2018-19</p>	<p>the following:</p> <ul style="list-style-type: none"> • Managers conferences 18/19 5 x Summer conferences for 535 managers 4 x Winter conferences held across 2018 and 2019 for 401 managers • Best Solutions for Managing People 3 day training x 40 course with 432 managers trained • Best Solutions Evolve Performance x 40 courses with 432 managers trained • Art of Brilliance Leadership & Resilience training x 5 courses with 827 managers trained • Coaching Academy Champions x 7 training courses with 58 managers trained • Evolve Performance x 16 sessions with 85 senior managers trained • Managers Focus Group x 1 with 17 managers engaging <p>Other key areas of progress:</p> <ul style="list-style-type: none"> • Launched the Coaching Academy – providing training, support and network to enable our managers to use coaching with staff that is based on improving performance, quality of work and outcomes • Developing our next leadership and management programme - which will confirm our leadership Commitment to support managers in getting the basics right and in establishing a culture of high performance and effective leadership 	
	<p>Culture Survey Increase index score towards vision score</p>	<ul style="list-style-type: none"> • We have completed the Culture Resurvey in July 2019 across tiers 1- 5 managers. This has provided metrics to compare with the culture survey measure taken in 2017 and this will be used to inform future work. A paper is being drafted for CMT and an interpretative results session planned 	<p>On-going - Target to be reviewed with CMT to check results</p>
	<p>Childrens Improvement Board</p>	<ul style="list-style-type: none"> • Post Ofsted Childrens services – Improvement board plans to support workforce development covering programmes of development for performance management, Leadership and Management development, health 	<p>On-going HR Workforce development Improvement board</p>

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		and wellbeing, case volume and recording, recruitment and workforce statistics to provide wrap around support	
Talent management <i>*Appendix 8 provides Future Leaders trend data</i>	Deliver the next Future Leaders class of 2019	We have continued to deliver the Future Leaders Experience Future Leaders Experience 2018 -19 <ul style="list-style-type: none"> • Revised programme and 7 modules introduced • Gender split: female 58% and male 42% • BAME participants made up 47% of the cohort • 19 graduated in September 2019 • This cohort included 3 places to VCS partners from Scholemoor Community Project, Doula Project and Millside Centre • Two projects delivered; Science Festival and Realsafeguarding stories inc. securing finding of 5k from Police Commissioner Future Leaders Experience 2019 - 20 <ul style="list-style-type: none"> • We have completed recruitment and selection for the next Future Leaders Experience cohort with the launch date on the 25th September 2019 • The gender split for this new cohort is: 71% female and 29% male • This cohort extended 10 places to the VCS and Team Bradford Partners, we have 5 confirmed uptakes 	Target met
	Continue to see career progression for Future Leaders	<ul style="list-style-type: none"> • Future leaders who gained new roles , promotions or secondments has been a total of 26 (60% female and 40% male) 	On-going with progress made
Evolve Learn <i>*Appendix 3 provides an in-depth summary of course numbers and evaluation.</i>	Annual increase in the number of internal employees who log on to Evolve.	<ul style="list-style-type: none"> • There has been an annual increase of 58.2% in the number of internal employees who log on to Evolve: 17/18 course completions internal = 10,027 18/19 course completions internal = 24,004 	Target met
	Annual increase in the number of external customers	<ul style="list-style-type: none"> • There has been an annual increase of 24.6% in the number of external customers who log onto Evolves external site (Learn and Develop Bradford) 	Target met

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
	who log onto Evolve external site 'Learn & Develop Bfd'	17/18 course completions external = 3,535 18/19 course completions external = 4687	
	The system provides a fully automated self-serve learner management system that enables employees to take control and manage their own learning.	<ul style="list-style-type: none"> • The system continues to provide a fully automated self-serve learner management system that has enabled employees to control and manage their own learning • Evolve Learn Champions, 13 have been system trained across the org to support automation of training administration and direct access to reporting data within services. Including training, on-going support from the Business Development Team and quarterly development workshops • There has been increased use of the reporting features and statistics by departments as well as making use of workspaces; IT Toolkit launched in September 2019, 50 x Employee Wellbeing Champions , Evolve Help & Support portal, Prevent & Early Help Digital Passport. • Improved compliance and reporting for mandatory and regulatory required courses for example: Health and Safety, First Aid, Protecting Information • We have reviewed our corporate training and offer an improved range of corporate training for employees development, Health and Safety and Leadership and Managing Development 	
Performance Management <i>*Appendix 7 provides detailed performance management statistics by department</i>	Increase in the number of employees who have a positive performance review: 90% by March 2020	<ul style="list-style-type: none"> • Work is on-going to support effective culture change that supports managers to complete timely and effective performance management • Rolled out the new performance management framework that focuses on outcomes and behaviour • Embedding the on-line performance management system that enables managers to record performance reviews and behaviour assessments online – live since May 2018 • Continued the Performance Management training sessions for managers and staff 	On-going with some progress made. This will be measured in the next agreed staff survey

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<ul style="list-style-type: none"> • Implemented a new annual performance review cycle in March 2019 (1 April to 31 March) • Monitoring use of the Performance Management system, and provide support to teams as required. • A performance management review was held across the council which highlighted there is a lack of engagement in a performance management culture rather than it being system challenges 	
	Increase in employees with a live goal on the performance system: 90% by March 2020	<ul style="list-style-type: none"> • The Performance Management framework was introduced in May 2018 and this is now recorded on Evolve. Annual appraisals were previously recorded by uploading annual appraisals to ESS/MSS that ran at approx. 10% of the organisation. 	On-going target with some progress made.
	Increase the percentage of employees reporting that their managers discuss how they can improve their performance at work.	<ul style="list-style-type: none"> • 314 staff have completed online Evolve training detailing how to add their own goals/objectives, continuously monitor their own progress against set goals/objectives and complete annual reviews/appraisals • 12 staff have volunteered and received training to become 'Performance Champions' within their own departments, to support the role out and full use of the system. 	On- going target This has not been specifically measured and will be collected via the future Staff Survey
Staff engagement	Continue to deliver a revised annual Staff Engagement Plan	<p>We have continued to engage with our employees through a range of engagement activities and development activities. There has been a review of the staff engagement plan and identification of key priorities for delivery in 2019.</p> <p>Key areas are:</p> <ul style="list-style-type: none"> • Delivered 2 x new Corporate Induction package that includes welcome briefing event with Chief Executive and Councillors (84 attendees) • Revised employee award schemes – Long Service Awards reviewed and Service Excellence Awards is currently under review for delivery in 	On target with staff engagement plan revised. Building new PI into moving forward plan

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<p>2020</p> <ul style="list-style-type: none"> • Service Excellence Awards event delivered for 200 employees to recognise and celebrate staff excellence, including a new partnership award. • Long Service Awards to celebrate 25 years' service were held in May for 80 employees across the council and schools (30 in attendance) • A review of the staff survey and survey methods is currently underway to ensure that the survey has optimum results according to the organisations needs 	
#Team Bradford	Progress made in the Bradford District & Craven Workforce Transformation programme	<p>We continue to work strategically as HR on organisational and workforce development priorities through ICB (Integrated Care Board) and IWPB (Integrated Workforce Programme Board). With HR focus on driving change and opening up opportunities that support and encourage staff to work with organisations and businesses across the district.</p> <p>A further strand to accomplish this has been the secondment of the Head of Workforce Development Service to a two year post as Programme Director – Health, Economy and Skills. With the aim to further progress the integrated Health and Social Care transformation delivery programme.</p>	On target for milestones in transformation programme BFD & Craven district
	<p>Work Programme 4: Apprenticeship programmes</p> <p>Development of a health and care apprenticeship enrichment programme.</p>	<ul style="list-style-type: none"> • We have continued to lead and coordinate the Bradford and Craven district wide apprenticeship employers' network. This has provided two network events for the districts employers and learning providers covering industry updates, levy information and shared opportunities for creating apprenticeship opportunities on the district. • We are continuing to be part of the Apprenticeship Enrichment project with the NHS employers reference group to form a joint Health and social care sustainable apprenticeship enrichment programme 	On target
	Work	We have continued to develop system-	Target

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
	<p>programme 2 - Developing our Staff Together. Increase in the number of partners from across the district participating in the district-wide leadership development sessions.</p>	<p>wide learning and development opportunities and activities which include:</p> <ul style="list-style-type: none"> • System OD Network - HR membership of the Craven and District partnership group to develop system wide change and transformation • District-wide Apprenticeship Network now established and includes NHS, VCS, Bradford, Shipley colleges and private sector business • District wide Leaders Network offering events in: Storytelling, Collaborative working, Action Learning and Mentoring • Ongoing development of a system leadership induction experience • Development of system leadership confidence and capability • New Communities of practice system leadership group to replace the District wide leadership and Management sub group 	<p>achieved – increase in joint programmes activities & participants across the organisations</p>
<p>Councillor Development</p> <p><i>*Appendix 4 provides Member Development Programme summary</i></p>	<p>Deliver a Councillor led best practice Member Development programme</p>	<p>Elected Members have had access to a range of development opportunities over the past year:</p> <ul style="list-style-type: none"> • Launch of Evolve learning platform for Members • County Lines • Dementia awareness and best practice training • Increase in Councillors being Dementia Friends at 34% • Planning tour of the district • Hate Crime • Member Induction 2019 including tour of the district • Emergency planning • Social Media • Member innovation Programme 	<p>On target – All members registered on Evolve and revised programme offered</p>

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
Equality Objectives <i>*Appendix 5 – please see equality objective progress updates towards performance targets.</i>	Programme of Secondments/ Shadowing/ Mentoring/ Apprenticeships/ Graduate opportunities	<ul style="list-style-type: none"> December 2018 – achieved 20% of target: Three BAME placements/ Mentoring programme December 2019 – progressing towards target for 30% coaching Academy and mentor programmes and apprenticeship opportunities <p><i>*(Minimum 40% taken up by disabled /younger/ BME by 2020)</i></p>	Interim targets <ul style="list-style-type: none"> December 2018 – 20% Target Met December 2019 – 30% Target on progress December 2020 – 40% Target on-going
	850 staff per year involved in a range of networks.	<ul style="list-style-type: none"> September 2019 – target of 600 by September ending, currently achieved 519 staff involved in a range of networks <p><i>*(To include: staff focus sessions, WFD road shows, lunchtime drop ins, frontline worker development sessions)</i></p>	Interim targets <ul style="list-style-type: none"> March 2019 – 150 Target met June 2019 – 350 Target met September 2019 – 600 Target met December 2019 – 850 on-going
	Minimum of 12 E&D activities available to staff and members per year	The target of 12 activities has been delivered from 2017, this has been achieved and the following 10 activities delivered up to August 2019: <ul style="list-style-type: none"> Future Leaders training programme module undertaken on equality & diversity (19 attendees). International Women’s day event (34 attendees) LGBT Training for Members and staff Mental Health and wellbeing sessions 3 January – Dry January February – Looking after your Heart (National Heart Month) & Time to Talk March – Power of Sleep/World Sleep day Bradnet for Black History Month and Women of the World information available to staff published and written by Communications Team. Current e-learning offer includes - LGBT awareness, Equality and Diversity training (update in progress) Health and Wellbeing Resilience awareness undertaken - Art of Brilliance sessions. 	Interim targets: work towards 12 activities: <ul style="list-style-type: none"> March 2019 – 3 Target met June 2019 - 6 September 2019 – 9 Target met December 2019 – 12 On-going progress Repeat up to 2020

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<i>*(This may include training courses, development sessions, access to online learning resources, updates/comms)</i>	
	Apprenticeship programmes: 10% - Special educational needs & or disabled	<ul style="list-style-type: none"> We are working towards this target and current statistics are: 1% of those who choose to declare they have a disability 	On-going target for April 2020 Further progress required
	Apprenticeship programmes: 30% BME	<ul style="list-style-type: none"> From a total of 250 Apprenticeship starts across the schools and Council covering new starts and up skilling we have a current progress of 46 BAME apprentices, which is an average of 18% of the total. 	On-going target for April 2020 progress being made
	Apprenticeship programmes: 100% children leaving care	<ul style="list-style-type: none"> April 2020 – target 100% opportunities, this is in progress with all apprenticeship opportunities shared with LAC. Achieved 2 LAC employed into apprenticeship opportunities, however did not stay on programme. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship. <i>*(Offered access to traineeships or apprenticeship)</i> 	On- going target for April 2020 Progress being made

2.3 Moving forward 2019 – 2020

These continue to be challenging times for Local Authorities. We have seen a 31% (2452 FTE) reduction in our workforce since 2010. As demand for services continue, we have to do things differently so that we can continue to deliver good outcomes for the people of the District. We must strive to be more productive and nurture innovation with reduced resources; this requires a shift in organisational culture with a continuing focus on high performing, innovative, agile and robust individuals and teams, where good performance and behaviour can thrive.

The Organisation and Workforce Development Service has reviewed purpose and priorities for the service. Key priorities for delivery in 2019-20 are set out below.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
	National target of	We will do this by:

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>Apprenticeships</p> <p>We will establish a first class apprenticeship programme offering rich and rewarding careers, making best use of the districts young population to help deliver economic growth.</p>	<p>2.3% (329 apprentices) of our workforce are apprentices</p>	<ul style="list-style-type: none"> • Work with departments and senior leaders to support progression and succession planning strategies that include apprenticeships • Support work around the objectives outlined in the Skills Plan • Increase a Team Bradford approach to providing shared apprenticeship programmes and career progression opportunities.
	<p>Internal targets for apprentices by March 2020 = 400 and by March 2021 = 500</p>	<ul style="list-style-type: none"> • Work with departments and senior leaders to support progression and succession planning strategies that include apprenticeships • Continue to work with and develop Apprentice Champions (currently 8 across the departments) to increase apprenticeship uptake, raise awareness amongst services and managers and identify vacancy opportunities
	<p>Increase in the number of council employees under the age of 25 years</p>	<ul style="list-style-type: none"> • Work with partners in the district to create apprenticeship opportunities for young people
	<p>10% of apprenticeships – special educational needs and or disabled people</p>	<ul style="list-style-type: none"> • Work with partners in the district to create apprenticeship opportunities for people with disabilities • Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for young people with disabilities
	<p>30% of apprenticeships – BAME</p>	<ul style="list-style-type: none"> • Work with the Cross departmental equalities group to identify opportunities to increase BAME opportunities • Continue with work around the inclusive recruitment in the district
	<p>100% Children leaving care – offered access to traineeships or apprenticeships</p>	<ul style="list-style-type: none"> • Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for LAC • Work with Leaving Care Services and Fostering Services to hold event for LAC and Foster Careers to raise awareness of apprenticeship opportunities
	<p>Council spending and making best use of the levy funds</p>	<ul style="list-style-type: none"> • Plan, monitor and forecast apprenticeship levy spend to ensure no overspend and minimise any payback
<p>Leadership and Management</p>	<p>Continuation of the Council's leadership</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Continuing to run the leadership and management development programme for all managers.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>Development</p> <p>We will continue to support and develop our managers so that they have the skills, knowledge and confidence to manage their teams well through continuous change, with a focus on: getting the basics right; managing change, and positively positioning the district.</p>	<p>development programme themed around the Councils priorities for change for 2019-20</p>	<p>Themed around the Council's priorities for change, that supports managers in establishing a culture of high performance and effective leadership</p> <ul style="list-style-type: none"> • Providing development and training for managers to 'get the basics right' covering induction, managing people and performance, finance, commercialisation and innovation • Developing our Coaching Academy to develop managers to adopt a 'coaching' style of management based on improving performance, quality and outcomes. • Ensuring a programme of support and development that helps people to develop their resilience, so that they are healthy and happy at work. • HR Workforce Dashboard available from 16/9/19 as an open source of information for: Workforce planning, absence management, apprenticeship statistics. Designed to support managers in monitoring and managing their teams. <p><i>See appendix 8: Leadership Development Programme 2019-20</i></p>
<p>Talent management</p> <p>We will ensure that employees and potential new recruits have access to a range of development opportunities that enable us to spot, nurture and manage talent across the organisation.</p>	<p>Deliver the next Future Leaders class of 2019 -20</p> <p>Continue to see career progression for Future Leaders</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Maintaining and developing the Future Leaders programme • Following evaluation develop programme for 2020-21 intake • Identifying and developing opportunities to work with partners on secondment programmes to include BAME opportunities • Working in #TEAM Bradford on graduate scheme • Refreshing our approach to volunteer work placement opportunities

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>Evolve Learn</p> <p>We will progress with automation of course administration and LMS functions, and improve outcome metrics</p>	<p>Annual increase in the number of internal employees who log on to Evolve.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Embedding Evolve across the organisation, with a focus on employees who do not have regular access to computers.
	<p>Maintain external customers who log onto Evolve external site 'Learn & Develop Bfd'</p>	<ul style="list-style-type: none"> • Increase our online learning offer • Work with our #Team Bradford partners to share learning in the district
	<p>The system provides a fully automated self-serve learner management system that enables employees to take control and manage their own learning.</p>	<ul style="list-style-type: none"> • Continue to recruit and support development of Learn champions in departments to increase use of new system functions within Evolve Learn. • Improving our ability to measure outcomes of the workforce development strategy through staff engagement and the use of surveys, evaluations and reporting features
<p>Performance Management</p> <p>We will drive a culture of high performance, where managers are managing poor performance, and recognising and rewarding good performance.</p>	<p>Increase in the number of employees who have a positive performance review: 90% by March 2020</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Establish the performance management framework with focus on creating a performance management culture of performance outcomes and behaviour. • Increase manager and employee use of the on-line performance management system to record goals, assess behaviours and complete performance reviews • Continuing with the Implementation of performance targets for managers and staff to have active goals on the system from June 2019 onwards
	<p>Increase in employees with a live goal on the performance system: 90% by March 2020</p>	<ul style="list-style-type: none"> • Continue to provide Performance Management development for managers and staff • Provide monitoring and system compliance reports on system use and analytics by department for senior leaders • From Performance Management data held on Evolve as of 31/8/19 there is 36.1% of employees with a live goal as part of performance management •
	<p>Increase the percentage of employees reporting that their managers discuss how they can</p>	<ul style="list-style-type: none"> • Establish the performance management framework with focus on creating a performance management culture of performance outcomes and behaviour.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
	improve their performance at work.	
<p>Staff engagement</p> <p>We will support and develop our employees so that they have the skills, knowledge and confidence to deliver our services well.</p>	<p>Increase the employee percentage scores of Staff Survey for the following: I am clear about my role. I am clear about what I am expected to achieve in my job. I have the skills required to carry out my role (collected via Staff Survey)</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Annual update of the Employee Engagement Plan • Prepare for the next staff survey • Continuing to engage with employees across the organisation through a range of methods • Ensure provision of a range of development opportunities that enable employees at all levels of the organisation to develop their skills and knowledge
	<p>Our staff will tell us that they are happy at work, have the skills and confidence to deliver good quality services in changing times.</p>	<ul style="list-style-type: none"> • Awards and Long Service Awards • Implement revised employee recognition scheme, total rewards and deliver Service Excellence Awards • Refreshing the Council's staff volunteering policy • Supporting delivery of the Cross-Departmental Equality Group – helping to ensure that activities are integrated into service delivery plans. And helping to create a three-way loop between the group, ADs and CMT
	<p>Our staff will tell us that they can feel a positive shift in the culture of the organisation.</p>	<ul style="list-style-type: none"> • Driving a culture where we lower our tolerance of poor performance, and recognise and reward good performance • Driving organisational culture shift with increased understanding of serving the district
<p>#Team Bradford</p> <p>We will support and encourage staff to look for</p>	<p>Work Programme 4 - Apprenticeship programmes Development of a health and care apprenticeship enrichment</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Accelerate our Team Bradford approach to apprenticeships • Ambassadors network (IWPB) continue to deliver impact through schools careers advice offer and toolkits that create employment interest and opportunities across the TEAM Bradford partners and career pathways into H&SC

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>opportunities to work with organisations and businesses across the district, to foster shared ambition to put citizens at the heart of what we do, and to wrap services around their needs,</p>	<p>programme.</p> <p>Work programme2 - Developing our Staff Together. Consistency of approach to system leadership development</p> <p>Development of a system leadership induction experience</p> <p>Development of system leadership confidence and capability</p> <p>Provision of integrated health and care services delivered by a workforce with a shared set of values and behaviours, who work flexibly to meet the holistic needs of service users.</p>	<ul style="list-style-type: none"> • Continuing to work with colleagues across health and social care to deliver the Bradford District and Craven Workforce Strategy. • Continuing to develop the new ‘Bradford District and Craven System Leadership CoP’ (communities of practice) and developing district-wide leadership development sessions, seminars and networks to connect leaders across the district. • Continue to work strategically in the SDN (System Development Network) with partners across the district to explore opportunities for development across systems and collaborative working.
<p>Councillor Development</p> <p>Deliver a Councillor led best practice Member Development programme</p>	<p>We will continue to support Councillor development through a flexible range of development opportunities.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Providing a coordinated councillor development programme, making best use of LGA and Officer Development sessions. • Ensuring that the development programme reflects the 21st Century Councillor recommendations – developing the councillor role as community leaders e.g. influencing, negotiation and listening skills, place-shaping, and digital skills. • Increasing Councillor/Officer development opportunities, and making better use of Evolve to support online learning opportunities • Continuing to provide bespoke training where required, for example employment appeal panels, these will continue to be developed and led by HR and Legal services.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
		<ul style="list-style-type: none"> Work with Councillors including the group whips to form a Member Development steering group
Equality Objectives	Programme of Secondments/Shadowing/ Mentoring/ Apprenticeships/ Graduate opportunities	<ul style="list-style-type: none"> Work with the Apprenticeship team around apprenticeship programmes for target groups Work with partners on Mentoring schemes, Shadowing, Secondment and Graduate opportunities <p><i>*(Minimum 40% taken up by disabled /younger/ BME by 2020)</i></p>
	850 staff per year involved in a range of networks.	<ul style="list-style-type: none"> Continue to provide all Council employees with a range of staff engagement opportunities and networks <p><i>*(To include: staff focus sessions, WFD road shows, lunchtime drop ins, frontline worker development sessions)</i></p>
	Minimum of 12 E&D activities available to staff and members per year	<ul style="list-style-type: none"> Work with the Cross departmental Equalities Group and Corporate Communications to ensure there are a range of E&D activities <p><i>*(This may include training courses, development sessions, access to online learning resources, updates/comms)</i></p>
	Apprenticeship programmes: 10% - Special educational needs & or disabled	<ul style="list-style-type: none"> Work with partners in the district to create apprenticeship opportunities for people with disabilities Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for young people with disabilities
	Apprenticeship programmes: 30% BME	<ul style="list-style-type: none"> Work with the Cross departmental equalities group to identify opportunities to increase BAME opportunities <p>Continue with work around the inclusive recruitment in the district</p>
	Apprenticeship programmes: 100% children leaving care	<ul style="list-style-type: none"> Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for LAC Work with Leaving Care Services and Fostering Services to hold event for LAC and Foster Careers to raise awareness of apprenticeship opportunities <p><i>(Offered access to traineeships or apprenticeship)</i></p>

3. OTHER CONSIDERATIONS

No other considerations

4. FINANCIAL & RESOURCE APPRAISAL

The Workforce Development Strategy 2015-2021 was developed to be delivered within existing Workforce Development Team resource capacity. However, it should be noted that resource commitment is required from senior leaders, managers and staff in order to successfully deliver the strategy across the Council.

Some elements of the strategy will draw resource from our partners, which has been brokered, such as for the leadership development and apprenticeship district wide provision, which will draw on Team Bradford partners to support joint delivery.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

No risk management and governance issues

6. LEGAL APPRAISAL

No legal issues

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Workforce Development Programme - Equality objectives:

7.1.1 Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up - Minimum 40% taken up by disabled/younger/BME etc. by 2020.

7.1.2 850 staff per year involved in a range of networks. Networks to include: Staff focus groups, WFD road-shows, Lunchtime drop-ins, Frontline Worker Development sessions. With networks fully contributing to the equalities agenda.

7.1.3 Minimum of 12 Equality and Diversity 'activities' available to staff and Members per year this may include training courses, development sessions, access to on-line learning resources, up-dates/ comms via internal communications.

7.1.4 Apprenticeship programme – Targets set for representation across the apprenticeship and traineeship offer:

7.1.4.1 10% - special educational needs and or disabled people.

7.1.4.2 30% - BME

7.1.4.3 100% - children leaving care – offered access to traineeship or apprenticeship.

7.2 TRADE UNION

The Council and the Trade Unions have signed a joint learning agreement, outlining their commitment to work together to promote and support development opportunities for all employees.

8. RECOMMENDATIONS

Members to note content of the report

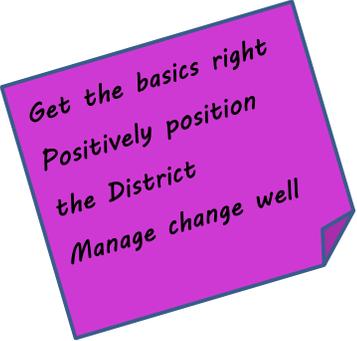
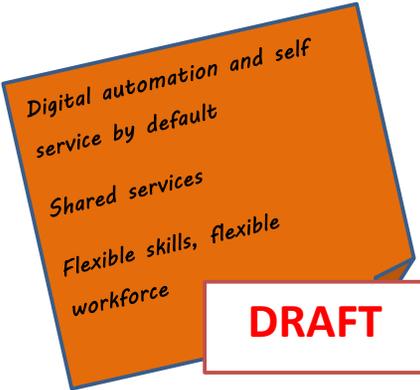
9. APPENDICES

- Appendix 1: Organisation and Workforce Development Strategy 2015 – 2021
- Appendix 2: Apprenticeship Update progress report
- Appendix 3: Workforce strategy statistics
- Appendix 4: Member development programme summary
- Appendix 5: Equality objectives progress report
- Appendix 6: Leadership & Management Development Framework summary
- Appendix 7: Performance Management Statistics
- Appendix 8: Future Leaders trend data

12. BACKGROUND DOCUMENTS

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny held on 11th October 2018 (Bradford Council's Workforce Development Strategy 2015 – 2021)

Bradford Council Organisation and Workforce Development Strategy 2015-2021

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
			 <div data-bbox="1822 597 2045 691" style="border: 1px solid red; padding: 2px; display: inline-block; color: red; font-weight: bold;">DRAFT</div>
<p>Key activities:</p> <ul style="list-style-type: none"> • Set future vision (Council Plan) • Set outline Workforce Development Programme • Set corporate Engagement plan • Refresh Bradford Behaviours • Baseline staff survey • Build systems capability (Evolve) • Create OD function 	<p>Key activities:</p> <ul style="list-style-type: none"> • Launch Management development Programme • Assign targets and measures to Workforce Development Programme • Focus on Apprenticeships and recruitment • Focus on performance, attendance and wellbeing • Develop coaching style of management • Embed culture where innovation and enthusiasm can thrive • Focus on organisation development with partners across the district 	<p>Key activities:</p> <ul style="list-style-type: none"> • Full roll out of 'Evolve talent' • Embed new approach to succession planning and career pathways • Supporting & enabling employees to take responsibility for their own growth and development • New approach to recruitment - recruitment for skills for organisation not competencies for roles 	<p>Key activities:</p> <ul style="list-style-type: none"> • Removal of traditional role profiles • On-going employee development, including digital skills training and recruitment • Full roll out of new talent programme - apprenticeships, interns, secondees, graduates
<p>Talent management is about doing the right things today, so that we have the right people with the right skills, behaviour and attitude for tomorrow</p>			

Apprenticeships and Employment Programme

Apprenticeship Update – 1st September 2019

APPRENTICESHIP REPORTING TARGETS

Bradford Councils Government Public Sector Target for Apprentices on the current workforce up to March 2021 is 329 apprentices per financial year (2.3%). Bradford Council's own target is 500 apprentices at any given time up to 2021. (This is a mix of new recruits as well as existing staff that were/are accessing qualification funded via the levy). Please note these figures include maintained schools.

Cumulative number of apprentices from May 2017 to March 2019 (financial years 2017-2018 and 2018-2019):- The total number of employers who have accessed apprenticeship training from the levy starting in May 2017 to March 2019 is:-

2017 - 2018	2018 - 2019	Total
190	234	424

Number of apprentices that are in a true apprenticeship role:-

2017 - 2018	87 New apprenticeship starts
2018 - 2019	110 New Apprentice starts (according to SAP with Apprentice in Job Title) 119 New apprenticeship training starts from the levy*
	*Please note not all schools use the Councils payroll and discrepancy in numbers
	Total from May 2017 to March 2019 using data from the levy is 206 new apprentice starts.

2) Financial years apprenticeship starts:-

2017 - 2018	2018 - 2019	2019 to 1 st Set	Cumulative Total
190 starts	234 starts	19	479 starts

Breakdown on Live Apprentices on programme 1st September 2019

1) Summary

There are currently 250 active/live apprenticeships on programme being funded from Bradford Council's Apprenticeship Levy:

	Council Apprentices Existing Staff	Council Apprentices New Starters	Apprentices in Contributing Schools	Total
Active Apprenticeships	114	76	60	250
Awaiting start date	21	4	11	36*

***Please note other apprenticeships are in the pipeline and numbers will be reflected in next update.**

2) Finance and numbers

To date we have committed £ 1,761,054 of apprenticeship levy funding for the following.

£1,350,620 is funding 250 apprenticeships that are currently active including those awaiting start dates

£ 410,434 of levy funds completed/ended early:-

£ 51,562 – 50* apprentices that did not complete

£ 358,872 – 143 apprentices that completed the apprenticeship training

*Please note - Schools converting to academies and are no longer funded through the Councils levy and will not complete their apprenticeship. Once the school transfers payments come out of the new levy account for that school.

Trajectory of spend based on current active apprentices' commitment:

Financial Year	Commitment
2017 - 2018	67,561
2018 - 2019	487,939
2019 - 2020	667,733
2020 - 2021	280,467
2021 - 2022	94,952
2022 - 2023	16,200
Total	1,761,054

Schools that contribute to the Levy

Where schools transfer to an academy these occur on a monthly basis and these figures are subject to change. Apprentices transfer from the Councils levy scheme to the academies from the date of transfer.

Area	Number	Cost
Active Apprenticeships	60	148,750
Awaiting Start date	11	25,000
Apprenticeship Completed/Ended early	71	105,557
Total	143	453,057

Council

The 190 Live Council apprentices are made up of 76 new starters and 114 existing staff. This breaks down across the various departments as follows.

Number of Apprentices by Department

Department	Existing Staff	New Starters	Total
Chief Executive	0	4	4
Children's Services	19	3	22
Corporate Resources	65	35	100
Health and Wellbeing	16	3	19
Place	14	31	45
Total	114	76	190

Apprentice Level Existing Staff

Department	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Total
Chief Executive	0	0	0	0	0	0	0
Children's Services	0	7	2	10	0	0	19
Corporate Resources	26	17	10	12	0	0	65
Health and Wellbeing	4	11	1	0	0	0	16
Place	2	4	0	8	0	0	14
Total	32	39	13	30	0	0	114

Apprentice Age Existing Staff

Department	16 – 18	19-24	25-30	31-40	41-50	51-60	60+	Total
Chief Executive	0	0	0	0	0	0	0	0
Children's Services	0	0	5	3	6	5	0	19
Corporate Resources	0	1	2	25	30	7	0	65
Health and Wellbeing	0	1	0	4	5	4	2	16
Place	0	2	3	5	2	2	0	14
Total	0	4	10	37	43	18	2	114

Apprentice Level New Staff

Department	Level 2	Level 3	Level 4	Level 6	Total
Chief Executive	2	0	2	0	4
Children's Services	1	2	0	0	3
Corporate Resources	8	23	4	0	35
Health and Wellbeing	2	1	0	0	3
Place	10	17	0	4	31
Total	23	43	6	4	76

Apprentice Age New Staff

Department	16 – 18	19-24	25-30	31-40	41-50	51-60	60+	Total
Chief Executive	0	2	0	2	0	0	0	4
Children's Services	0	3	0	0	0	0	0	3
Corporate Resources	2	29	2	0	2	0	0	35
Health and Wellbeing	0	3	0	0	0	0	0	3
Place	9	15	3	3	1	0	0	31
Total	11	52	5	5	3	0	0	76

Cost of active Apprenticeship Training by Department/School up to 1st September 2019

Department	Total
Chief Executive	40,000
Children's Services	118,100
Corporate Resources	604,520
Health and Wellbeing	51,000
Place	356,500
School	173,750
Total	1,501,970

Equality target progress

Apprenticeship equality target on	Live Apprenticeship – On programme 1 st September 2019
30% Black And Minority Ethnic (BAME)	<p>Schools – 60 New Apprentice Starts 11(18%) - BAME 21 (35%) - English 28 (47%) - Not stated/No Information</p> <p>Council – 76 New Apprentice Starts 17 (22%) - BAME 35 (46%) - English 24 (32%) - Not stated or No Information</p> <p>Council - 114 Up-skill Existing Apprentice Starts 18 (16%) - BAME 88 (77%) - English 8 (7%) - Not stated/No Information</p> <p>Total 250 Apprentice Starts 46 (18%) - BAME 144 (58%) - English 60 (24 %) - Not stated/No Information</p>
10% People with special educational needs or disabilities	1% - No further information as apprentices do not have to disclose this information.
100% opportunities for Looked After Children where they would have access to traineeships and apprenticeships.	2 LAC were employed into apprenticeship opportunities but no longer on programme. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship.
*Please note this is not a true reflection as it's not mandatory for the employee to disclose this information.	

3) Apprenticeship Levy and Transfer

The apprenticeship levy is being spent on new apprenticeship roles for qualifications as well as up-skilling existing staff from level 2 up to level 7 qualifications. This is variety of statutory/mandatory qualifications required across the Council as well as Service Development qualifications to improve service delivery and performance as well as continuous personal development.

Transferring of the Levy – 5% (£ 75,000) has been agreed for the Apprenticeship enhancement programme for Health and Social Care for one of the delivery areas of the Integrated Working Programme. This is yet to be finalised and funds will be delegated.

From April 2019, 25% of the levy can now be transferred.

The current forecasts for funds that are due to expire for financial year 2019/2020 are as follows:-

Month	Total
October	45,946
November	86,028
December	68,118
January	79,709
February	120,973
March	67,828
Total	468,602

* **Please note**, these are the current forecast from the Apprentice Digital Account however these are subject to change due to the following:-

- 1) Amount of levy will reduce with schools converting to an academy
- 2) New apprentice training being arranged for new and existing staff
- 3) 5% transfer to Health and Social Care Sector approx. £ 75,000

SME's and those business that do not pay into the levy can access 95% of the apprenticeship funding through the Skills Funding Agency and they are expected to pay 5% of the remainder of the qualification. If a qualification costs £ 1,500 the 5% contribution would be £ 75.

For the council to best use its levy, funding higher level apprenticeship qualifications would be more beneficial to fund as the SME would not have to fund any of the apprenticeship qualification. Ie £ 24,000 a 5% contribution would cost £ 1,200 to fund and this is harder to fund.

Only apprenticeship standards can be funded from the transfer of the levy funds and the money still remains in the Councils digital account.

The organisation receiving the transfer has to be pay for the salary and can be used for new or up-skilling existing staff.

On attending a regional Council meeting on the 12th September 2019, only 2 councils had started a pilot for transferring the levy to Non Paying levy schools in their district. One local authority had transferred levy funds to fund 4 apprentices whereas another Council had transferred levy to pay 5 apprentices.

PLEASE NOTE: - To transfer the levy the organisation has to be set up on the Councils Digital Apprentice account. This organisation will then set the apprentices up through the account and the apprenticeship transfer training money is paid to the training provider on a monthly basis. All transfer levy is paid to the external organisation first before it pays the committed training for Council employees.

The levy continues to be lost on a monthly basis 2 years from when it originally went into the Digital account.

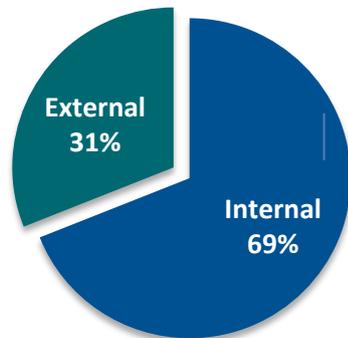
Further to the 5% that has been agreed for the H&SC Partnership, Bradford Council to model on the 2 Councils to pilot to Non Paying Levy Schools and ask for applications to support apprenticeship training in school.



Workforce Strategy Statistics - Sept 18 to Sept 19

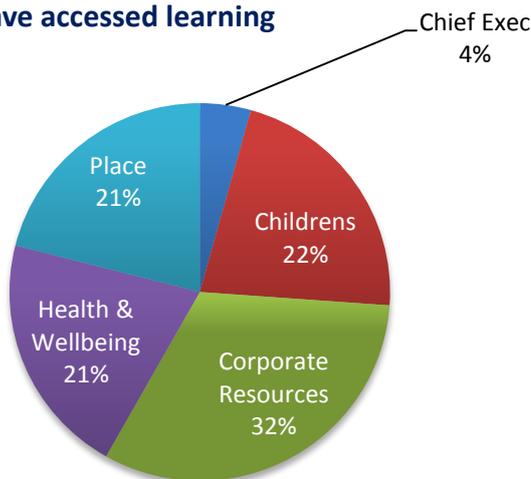
Who is accessing learning on Evolve – our customers

Accessed learning = 8522



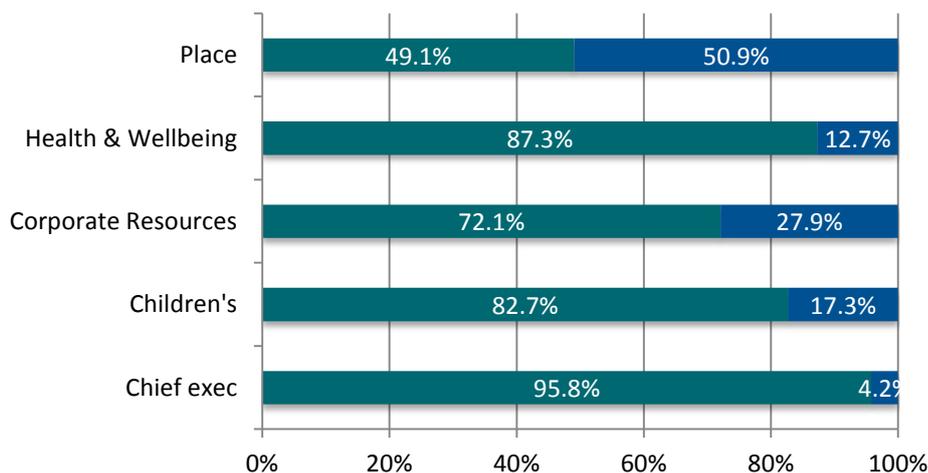
443 Different courses were accessed, attended and completed by 8522 learners. Internal staff and external organisations are able to access the learning offered.

Depts of 5869 internal learners who have accessed learning

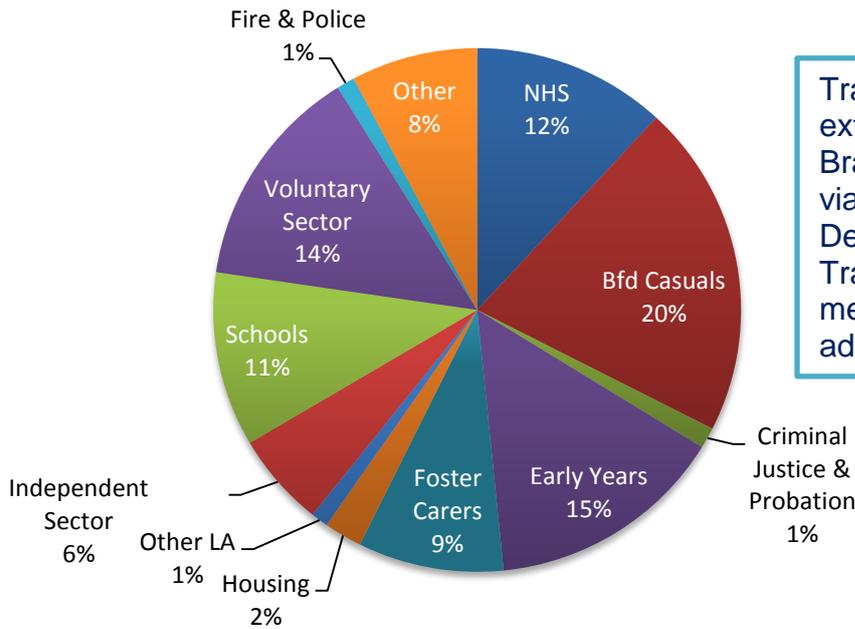


Of the 5869 internal staff who accessed learning, the majority came from Corporate Resources.

% of each department who have accessed learning

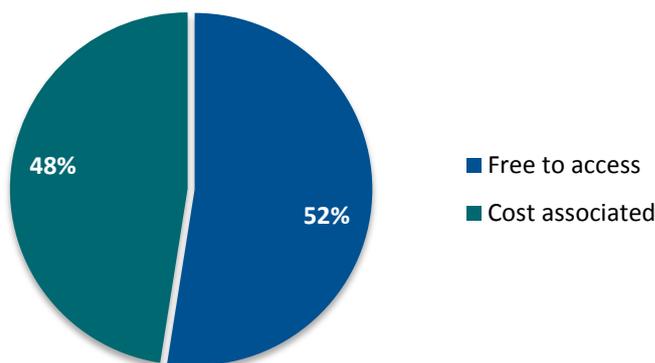


Organisations of 2,653 external learners



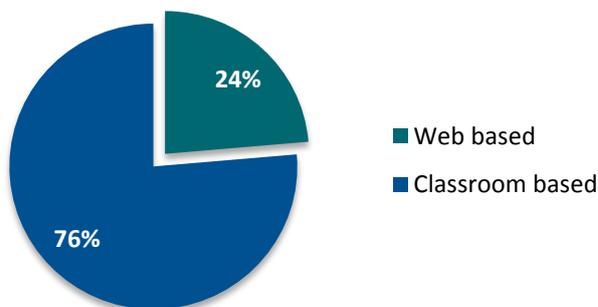
Training offered is available to external organisations in the Bradford District and beyond via our website Learn & Develop with Bradford. Training is promoted via social media and word of mouth advertising.

Split of free and charged for courses



For certain training courses, no payment is asked from external learners and/or their organisation, to access the training. This mainly applies to training that supports the community e.g. Children's and Adults Safeguarding, Foster Care training. However, if the learner does not attend training that they are booked onto and does not inform WFD they are unable to attend, they will be charged a 'no show' fee.

Type of training

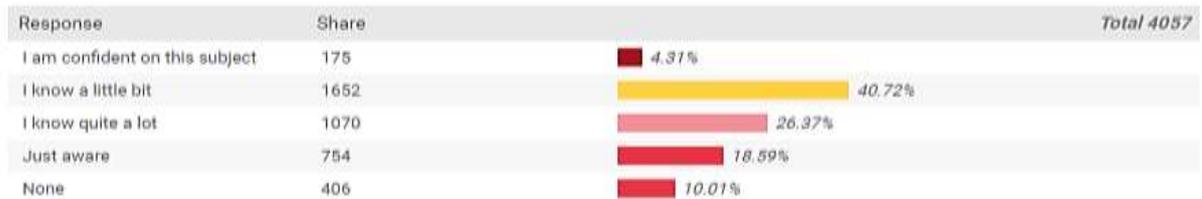


The type of learning that has been accessed, over the last twelve months.

In Course Evaluation

In course evaluation, this is sent out to learners, immediately after they have attended the learning event. Twelve questions are asked in total. For this period 4057 learners responded.

Q. Please rate your knowledge and/or skill level on the subject BEFORE attending the course.



Q. The course administration was handled efficiently



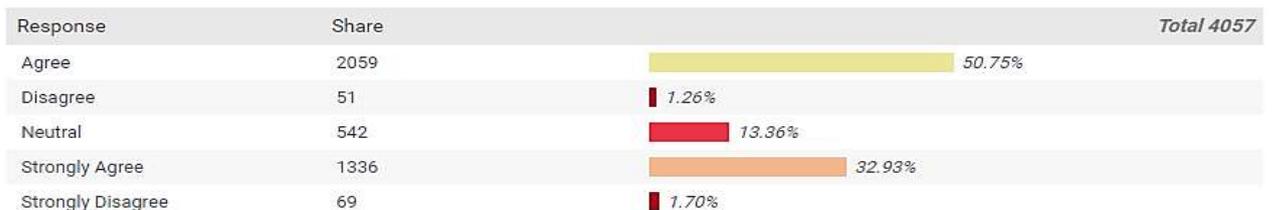
Q. My learning was enhanced by the knowledge and experience of the trainer



Q. Did you have any concerns about the equality or diversity issues in relation to either the delivery or the content of the training.



Q. The content of the course was relevant to my job/career prospects



Q. I will be able to apply what I have learnt

Response	Share		Total 4057
Agree	2283		56.27%
Disagree	35		0.86%
Neutral	427		10.53%
Strongly Agree	1256		30.96%
Strongly Disagree	56		1.38%

Q. I believe the course content / materials will be useful in the future

Response	Share		Total 4057
Agree	2212		54.52%
Disagree	44		1.08%
Neutral	405		9.98%
Strongly Agree	1341		33.05%
Strongly Disagree	55		1.36%

Q. Please rate your knowledge and / or skill level on this subject AFTER attending the course

Response	Share		Total 4057
I am confident on this subject	844		20.80%
I know a little bit more	842		20.75%
I know quite a lot more	2220		54.72%
Just aware	105		2.59%
None	46		1.13%

Post course evaluation

Six weeks after the course has taken place a second post course evaluation is sent out to participants to enable evaluation of the transfere of learning.

3726 learners responded to this evaluation.

Q. Please rate your knowledge and/or skill alevel on this subject AFTER attending the course

Response	Share		Total 3726
I am confident on this subject	583		15.65%
I know a little bit more	859		23.05%
I know quite a lot more	2001		53.70%
Just aware	205		5.50%
None	78		2.09%

Q. How often have you been able to use your knowledge/skill you learnt on the course?

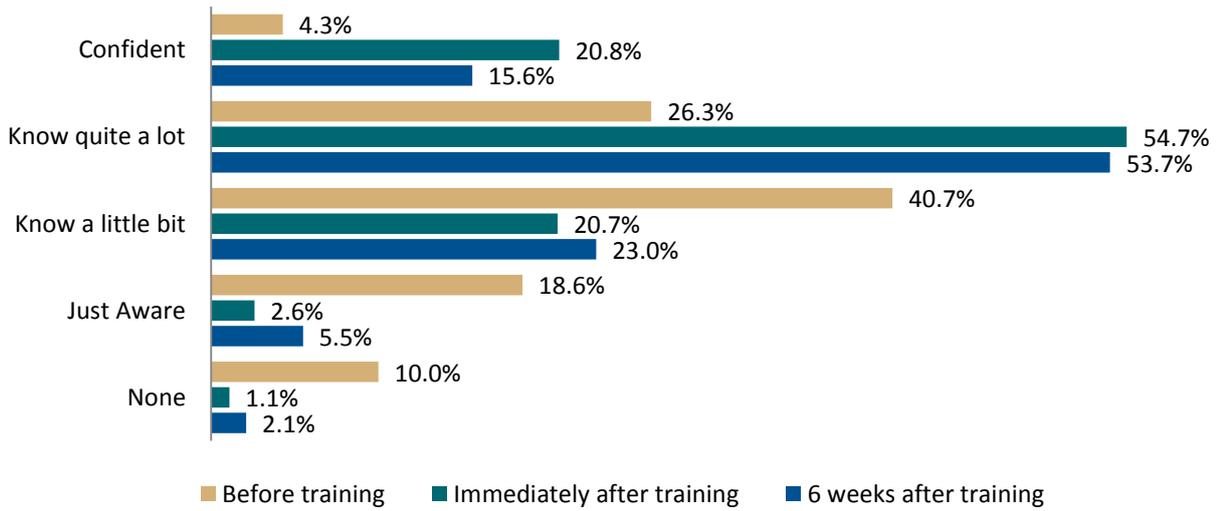
Response	Share		Total 3726
Not had the opportunity	402		10.79%
Occasionally	1127		30.25%
Regularly	1708		45.84%
Very regularly	489		13.12%

Q. In relation to this training, did you receive it;

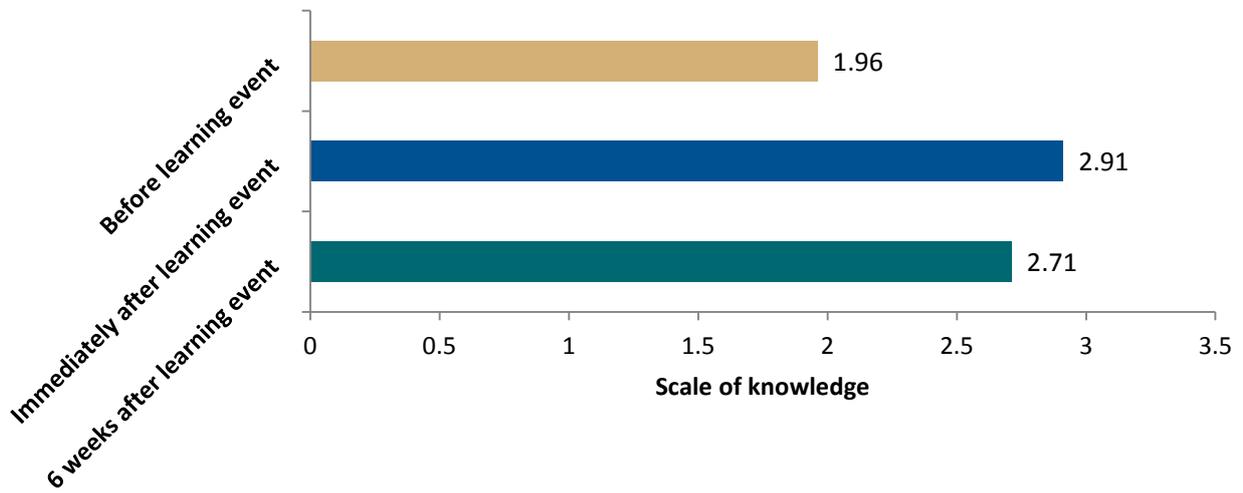
Response	Share	Total 3726
At the right time	3257	87.41%
Too early	63	1.69%
Too late	406	10.90%

Amalgamated Evaluation results

Subject knowledge before and after training



Average transfer and retention of knowledge



This part of the report summarises the steps forward for Member Development in 2019. Building on the themes already progressed in 2018, this report highlights how the Member Development Programme will address the following aspects in 2019/20.

- Support the District and Council's priorities – Keeping the programme focussed on people's lives and District outcomes.
- Is Member-led at all times, building on their strengths, community insights and leadership roles.
- Help develop their 21st Century Councillor roles, ambitious in terms of their innovation skills and abilities to facilitate solutions in their communities.
- Support Members in taking learning back in to their communities and helping them signpost their constituents to key local services.

BACKGROUND

The annual member development programme is rolled out through 3 flexible cycles. Currently these are January to April, May to July and September through to January.

The majority of the programmes are delivered on a cross-party basis with the option for parties to request their own bespoke versions. This is based on various variables including the sensitivity of the topic to individual groups. For example would always ask for media skills to be party specific.

The commissioning of programmes is Member-led with the Party Whips playing a key role in approving each programme and highlighting their Group's requirements. Other key contributors to the programme include the Corporate Governance and Audit Committee and the Overview and Scrutiny function.

Programmes are also suggested by our various departments and then shaped by the Member Development Manager in liaison with Members. Training needs are identified by group whips these are shared with the Member Development Manager e.g. Councillors moving into new roles.

The Member Development Programme in 2019/20 will:

- Provide continuity in learning - by linked programmes and modules throughout the year e.g., a suite of Dementia programmes, a programme of Mental health courses and resources to be launched in November 2019
- The Member Development Manager has agreed with the Group whips to reconvene a cross party steering group to review and agree training needs. And other issues such as timings of sessions to maximise attendance.
- To boost attendance on the various member development programmes the Member Development will work with Member champions to promote each development programme. In addition we will make more use of e mail voting buttons to indicate attendance and maximise the use of Evolve in this area.

- Certain programmes will be opened up for colleagues to encourage constructive shared learning between Members and colleagues.
- A varied programme – wide range of learning and development methods using the latest technologies including fully maximising the potential of Evolve.
- We will look at opening up some of our programmes, as we have in the past, to Councillors across the region – supporting their networking and also making development sessions more cost effective.

Programme Themes will include:

- **Foundation modules:** including Member Induction programme 2019, speech skills- Writing and preparing a speech for the chamber and Delivering your chamber speech, Code of Conduct and ethics, Personal Safety of Councillors - using the new personal safety APP. There will also be an update on Universal Credit in the 2019/20 programme in January 2020. In addition there have been a number of programmes for supporting Members in their committee roles including Employee appeals and licensing
- **Health and Social Care:** Continuing the learning undertaken in 2018 We have scheduled 3 programmes on dementia for 2019/20. We have now run 7 dementia workshops in total covering a wide range of topics from understanding the different forms of dementia from people with the disease, the latest research at Bradford University, Safeguarding, personal perspectives from our communities and carers and the latest initiatives from the Alzheimer's Society. We have produced a resource hub on Evolve which holds a range of resources that Members can download and use in their communities. **Next steps** include a workshop that will focus on the challenges of carers, a dementia friend's workshop and a focus on our BME communities and dementia.
- There will be a series of Mental Health programmes to support Members knowledge in this area alongside new resources placed on Evolve commencing in November 2019 with a Marketplace event.
- In July 2019 MND Charity ran a programme that supported Members and their knowledge of Motor Neurone Disease. This was in response to Members committing to the MND Charter in 2018. The session was very well received and moving. Feedback included hearing about the personal story of one of the volunteers and more knowledge of the condition, where to signpost and the huge challenges for carers. This will run again in 2020.

Planning Design Skills and Awareness: (Integrate Plus Programme)

This programme of modules completed in July 2019, provided a series of interactive workshops in which Officers and Members will develop their design analysis and awareness skills. Focussed around a set of key themes the workshops explored best practice and case studies from around the UK and gave delegates the chance to consider how they can be a champion for and protector of good design decisions. Workshops included Planning for Health and Wellbeing, Blue and Green Infrastructure and Streets for People.

In July 2019 we held our latest Planning tour of the district. This on location programme focussed mostly on the Bridge project in Haworth covering with Planning Officers many aspects including listed buildings, conservation areas, flooding. Feedback on this programme is that it has made the learning real for Members and to see a planning development with many challenges and strengths.

Safeguarding Adults and Children

A new updated CSE e learning programme was commissioned in 2019 for Members. This includes County Lines, gang culture and is on all Members Evolve profiles. All new Councillors need to complete it within 6 months of taking office.

Our Realsafeguardingstories website won its second major national award in 2019- LGC Partnerships award and was also successful in a bid for 5K from the Police Commissioners fund. This has been used to develop four new films on County Lines, Cyber bullying and young people, Young Drivers and Hate crime and disability. Over 30 films are now available for Members to use both for their personal development and in their communities. There is a link to the website on Evolve.

In June 2019 we ran a session for Members on 'County Lines'.

The 21st Century Councillor:

Throughout 2019/20 we will be supporting Members in terms of working with Partners and Citizens to develop new solutions, being a catalyst – enabling Citizens to do things for themselves and working in partnership with others to make the most of the resources available. We will support Members in their leadership skills in terms of leading complex change across partners with different partners.

Programmes to support Members in their 21C Councillor role in 2019/20 include Innovation Skills, Advocacy and Mediation Skills. We will be supporting Members in maximising the benefits of Social Media with Courses in September and November

We have run 2 Sessions on Innovative Councillors in 2019. This workshop provides Members with the skills and development to use innovation skills, tools and techniques to support their work in the ward. Initially these have focussed on identifying the root causes of issues such as Fly tipping using various problem solving techniques – Members have access via Evolve to an Innovation toolkit.

We are also developing a programme to run in January 2020 to support Members in understanding funding opportunities and how they can support their communities in this area.

Member IT Fundamentals

A package of learning is being developed to cover the basic IT skills to enable Members to get the most out of their IT Council systems. This will include;

- Remote working, connecting from home or other locations using Wi-Fi hotspots and using a computer account self-help password reset facility.
- Emails, how to manage, reply and archive, CC, BCC, signatures, Out of Office replies creating folders within outlook, Enterprise vault – search and retrieve information.

- Using Smartphones and tablets to access Council email and calendar and guidance on the “lone worker” mobile phone app.
- Keeping information safe, corporate Protecting Information training, IT Security Policies, GDPR, Data Protection and use of Council secure email facility Galaxkey.

Upcoming Member programmes 2019/20

September

Using Social Media –part 1
 Air Quality –presentation from Born in Bradford
 Preparing your Chamber Speech

October

What is the role of the Youth Service?
 Employee Appeals
 Introduction to Local Government Finance

November

Dementia Workshop
 Delivering your Chamber Speech
 Social Media part 2
 Mental Health – Launch of new programme for Members

January 2020

Understanding Funding opportunities
 Advocacy skills
 Welfare Reform Update
 Mental Health Workshop

February 2020

Personal Safety and Members
 Dementia Workshop
 Innovation Skills

Equality Objectives – progress towards performance targets as shown in section 7

Activity	Milestone status	Performance target	Target date
Ensuring engagement of LAC and disabled people in apprenticeships	<p>The progress towards this is: Specific milestones have not been set to help achieve the target. However the following provide a couple of examples of work being developed in support of this.</p> <ol style="list-style-type: none"> 1. Interventions from the LAC team to target those leaving care with employment/apprenticeship opportunities at the Council. 2. Development of flexible recruitment options to provide opportunities those with different skill sets (including disabled and LAC) to take on employment opportunities. <p>The Learning and Development Team continue to promote apprentices to those with a disability and Looked After Children (LAC) with apprenticeship opportunities sent to the LAC Team.</p> <p>The team are attending career events in schools to promote apprenticeships within the Council.</p> <p>A traineeship programme is planned to be implemented for those not yet ready to start an apprenticeship with the target group being LAC and disabled. Work is taking place with training providers and partner organisations that already have internship programmes running for getting people with disabilities into work.</p> <p>Work continues to promote apprenticeships to Council managers to create apprenticeship opportunities.</p> <p>They also attend 'Project Search' meetings to discuss intern placements for people who have a disability.</p>	The target for apprentices is 10% for people with disabilities, and that all children leaving care (looked after children) will be offered an opportunity for a traineeship or apprenticeship.	By April 2020
Governance arrangements - leadership	<p>The targets for March and June 2019 have been met with progress towards September 2019 of 600 now at 519. Staff Engagement Strategy and Plan has been refreshed to include a strand on Equality and Diversity which supports the Cross Departmental Equality Group. These include the following:</p> <p>CDEG (Cross Departmental Equalities Group) received equality training at the end of 2018 (25)</p> <p>Long Service Awards held on the 4 April – (83) received awards, the services covered are, Children's, Education, Place, Corporate Resources, Health & Wellbeing.</p> <p>Future Leaders training programme module undertaken on equality & diversity (19</p>	<p>Interim targets</p> <ul style="list-style-type: none"> • March 2019 - 150 • June 2019 - 350 • September 2019 - 600 • December 2019 - 850 	End 2019

	<p>attendees). Motor Neurone Disease (MND) awareness day on 21 June was marked through lighting up City Centre buildings and training for staff. New equality e-learning programme is in development which CDEG have had input on. International Women's day event attracted (34 attendees) LGBT training for staff (and Members) has taken place (8) Service Excellence Awards (200 nominations) Corporate Induction (150 delegates by October)</p>		
Workforce competency programme	<p>The target of 12 activities has been delivered from 2017, this has been achieved and the following 10 activities delivered up to August 2019:</p> <p>Future Leaders training programme module undertaken on equality & diversity (19 attendees).</p> <ul style="list-style-type: none"> • International Women's day event 34 attendees • LGBT Training for Members and staff. • Mental Health and wellbeing sessions • 3 January – Dry January • February – Looking after your Heart (National Heart Month) & Time to Talk • March – Power of Sleep/World Sleep day • Bradnet for Black History Month and Women of the World information available to staff published and written by Communications Team. • Current e-learning offer includes - LGBT awareness, Equality and Diversity training (update in progress) • Health and Wellbeing Resilience awareness undertaken - Art of Brilliance sessions. 	<p>Interim targets: work towards 12 activities:</p> <ul style="list-style-type: none"> • March 2019 - 3 • June 2019 - 6 • September 2019 - 9 • December 2019 – 12 • Repeat up to 2020 	End 2019
Snr Officers and Members supported to consider the impact of decisions and activities	<p>We have achieved the target of three practical sessions per year, the following 5 have been in progress and delivered:</p> <ol style="list-style-type: none"> 1) In February 2019 we ran an LGBT awareness session for Councillors (and Officers) presented by MESMAC. Excellent feedback and will be scheduled in again in autumn 2019. 2) Organised a session on the breakthrough research of Bradford University on Dementia in March 2019. 3) New Evolve resource area for dementia friendly and awareness raising. 4) Motor Neurone Disease (MND) awareness day on 21st June was marked with training for Members. 5) Further training for elected members on dementia and LGBT awareness. MND training session is being arranged for the 23rd July - this is part of the MND Charter that the Councillors signed up to - learning to include an overview of MND, specific challenges or issues faced by people affected by MND. 	<p>Minimum of 3 practical equality related sessions run each year (identified each year according to need).</p>	annual

Career development	<p>We have made progress in offering programmes of secondments/ shadowing/ mentoring / apprenticeships / graduates opportunities. We are working towards providing 30% opportunity take up by BAME by December 2019. We have achieved this on the following</p> <ul style="list-style-type: none"> • Mentoring and coaching of all future leaders (47% BAME) was taken up in 2018-2019 cohort • Two BAME placements: one undergraduate and one postgraduate based in HR. One BAME secondment to DCMS. 	<p>Interim targets</p> <ul style="list-style-type: none"> • December 2018 – 20% • December 2019 – 30% • December 2020 – 40% 	2020
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Bradford Leadership & Management Development Framework

'Our leadership commitment'

2 CPD - Leadership and Management Development

21st century Corporate development activities to support Bradford leaders and managers to develop the skills, confidence and competence required as a 21st century public leader.

Leadership & Management development programmes to include:

- Leadership Learning Labs
- Management Conferences
- Leadership - Organisational Cultural Survey
- Best Solutions HR plus training
- Innovation INNspirators training
- Coaching & Mentoring Academy
- Leading & Managing Change
- Profiling – self-awareness & team assessment
- Team Development
- Project management
- Bid writing
- Procurement

4 Talent programme

We are committed to offering a talent management programme that is designed to identify, nurture and inspire Bradford Districts future leaders.

Future Leaders Experience – one year programme consisting of seven modules, leadership insights and high profile projects

Aspiring Leaders development programme – development opportunities for aspiring future leaders

1 Bradford manager programme 'Getting the basics right'

This course will cover the fundamentals as a new manager at Bradford:

- Corporate induction and orientation
- Bradford Behaviours
- Managers portal & toolkits
- MSS
- Intro to finance and budgets
- HR +
- Evolve – Learn and intro to Performance Management
- Protecting Information for managers

Leaders network events – quarterly across the district
Action Learning sets

3 Career Development and progression

There are opportunities for career development and progression to include up skilling of staff and higher apprenticeships available through the Learning and Development Academy.

- Leadership and Management qualifications from level 3 -7
- Team Leading or supervisor qualifications
- Project Management level 4

Corporate WFD can offer support and guidance on:

- Mentoring
- Coaching sessions
- Shadowing
- Workforce and succession planning

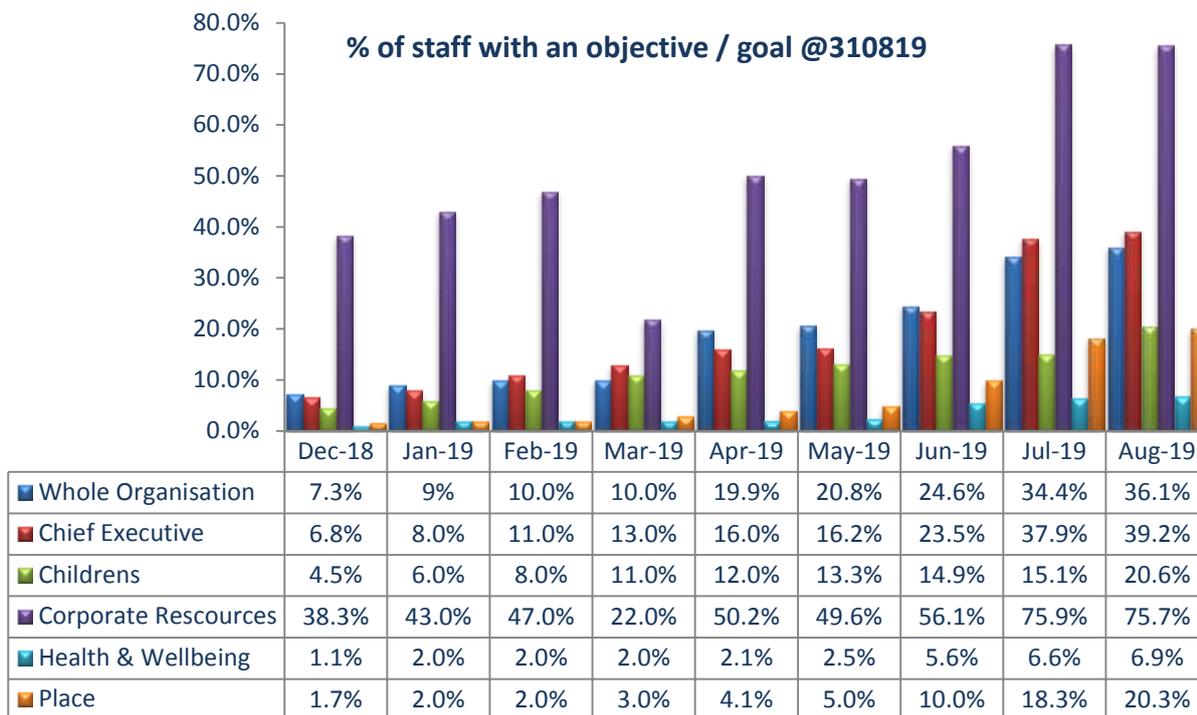
Qualifications may be generic or sector specific dependant on standards & career development & progression is subject to service needs.

5 District Wide leadership networks

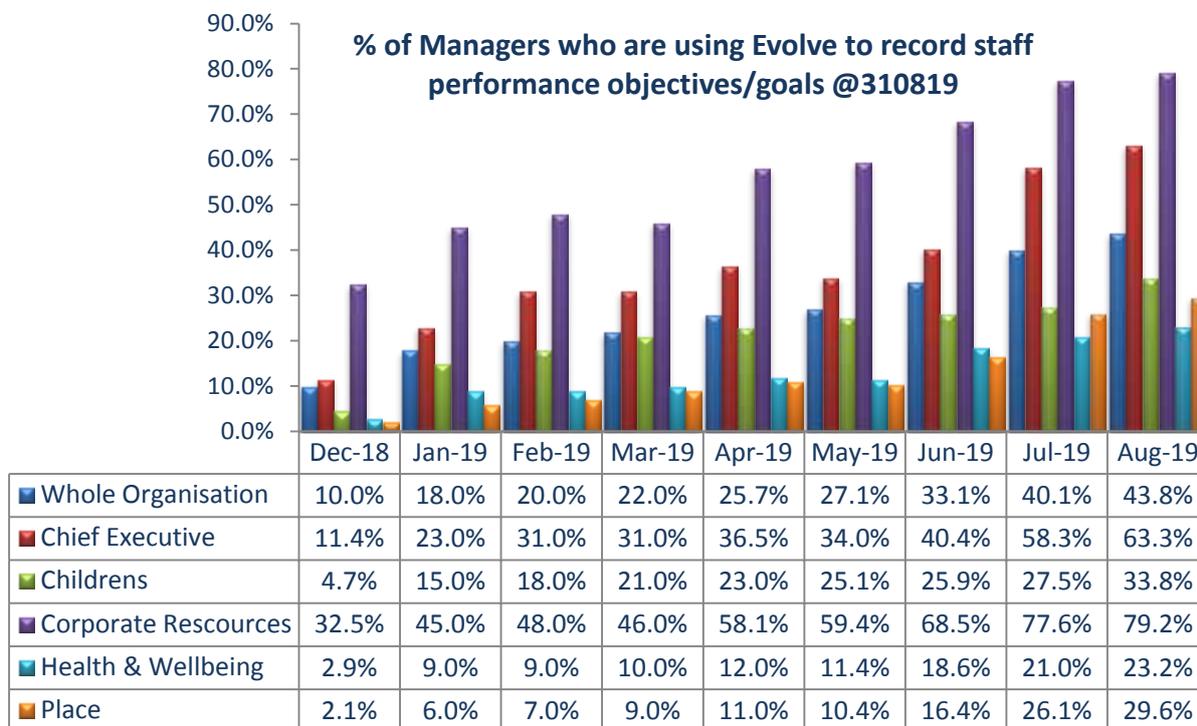
As leaders and managers in the Bradford District we acknowledge how important it is to network, collaborative and partner with other organisations. To share our leadership journey and learning we have developed a shared and integrated approach to leadership to bring together leaders from the council, NHS and VCS .

Performance Management Statistics

% of staff with an objective / goal @310819



% of Managers who are using Evolve to record staff performance objectives/goals @310819



Performance Management was introduced on Evolve in May 2018. Annual appraisals were previously recorded by uploading annual appraisals to ESS/MSS that ran at approx. 10% of the organisation.

Training delivered to support the role out of Performance Management

432 managers have attended Best Solutions for Managers training, this consisted of 3 days, 1 day focusing on Performance Management and ½ day on how to make use of the system to support performance management, set objectives/goals and complete annual reviews/appraisals.

314 staff have completed online Evolve training detailing how to add their own goals/objectives, continuously monitor their own progress against set goals/objectives and complete annual reviews/appraisals.

85 managers have attended bespoke training sessions aimed specifically for their team on how to make full use of the system.

45 managers within Childrens Services have received Performance Management training as part of the improvement board. There are 6 further sessions in with 80 places available to book throughout Sept & Oct, specifically for Children's Services as this work continues.

12 staff have volunteered and received training to become 'Performance Champions' within their own departments, to support the role out and full use of the system.

Moving Forward

'New Manager Sessions' will be held from Jan 2020, continuing once per quarter, to support those new to management.

'How to conduct an effective annual appraisal' sessions will be held between from March-May 2020 to support the corporate annual appraisal cycle, of April to March. Reviews are expected to be conducted and fully completed between 1st April and 30th June.

Appendix 8

Future Leaders 2016 to 2019

2016 to 2019 Future Leaders who gained new roles, promotions or secondments (total 26).

60% / **40%**
Female (16) / Male (10)

Ethnicity (please see number key below)

1 (14)	2 (2)	3 (3)	4 (1)	5 (1)	6 (1)	8 (1)	12 (3)
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2016/17 Total 40

Ethnicity (please see number key below)

55% / **45%**
Female (22) / Male (18)

1 (18)	2 (12)	3 (3)	4 (2)	5 (1)	6 (1)	7 (1)	8 (1)	12 (1)
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2017/18 Total 42

Ethnicity (please see number key below)

64% / **36%**
Female (27) / Male (15)

1 (24)	2 (5)	3 (4)	5 (1)	8 (2)	9 (1)	10 (1)	11 (1)	12 (3)
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2018/19 Total 19

Ethnicity (please see number key below)

58% / **42%**
Female (11) / Male (8)

1 (9)	2 (3)	3 (2)	5 (1)	10 (1)	11 (2)	12 (1)
----------	----------	----------	----------	-----------	-----------	-----------

- | | | | | | |
|---|-------------|---|---------------------------|----|-----------------|
| 1 | English | 5 | Any Other White | 9 | African |
| 2 | Pakistani | 6 | Irish | 10 | White and Asian |
| 3 | Indian | 7 | Kashmiri | 11 | Caribbean |
| 4 | Bangladeshi | 8 | White and Black Caribbean | 12 | Not Stated |

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Report of the Strategic Director, Childrens Services to the meeting of the Corporate Overview and Scrutiny Committee to be held on 10 October 2019

J

Subject:

HANSON SCHOOL'S FINANCIAL POSITION

Summary statement:

The Committee, at its meeting held on 11 April 2019, requested a report on the financial circumstances relating to Hanson School's overspend.

Mark Douglas, Strategic Director
Childrens Services

Portfolio:

Corporate

Report Contact: Marium Haque, Deputy
Director Education & Learning
Phone: (01274) 431078
E-mail: Marium.haque@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 At the meeting held on 11 April 2019, the Committee requested a report on the financial circumstances relating to Hanson School's overspend. This is a report for information.
- 1.2 The School recorded a cumulative revenue and capital overspending of £3.503m at 31 March 2019 (at the end of the 2018/19 financial year). This is 31% of the school's 2019/20 forecasted in year income.

2. BACKGROUND

- 2.1 The table below summarises the year end positions of Hanson School since 2013/14 and the timescale for the growth of the cumulative overspending of £3.503m:

Year	In Year Spending Position	Cumulative Deficit
2013/14	+ £33,993	- £185,370
2014/15	+ £13,370	- £172,000
2015/16	- £668,000	- £840,000
2016/17	- £1,020,000	- £1,860,000
2017/18	- £1,124,000	- £2,984,000
2018/19	- £519,000	- £3,503,000

- 2.2 A cumulative overspending of £4m was forecasted within the School's original 2018/19 budget. The £0.5m improvement against this forecast was the result of additional funding announced during the year, the majority allocated on a one off basis (additional capital, teacher pay grant and post 16 funding), as well as the release, again on a one off basis, of a proportion of the prior year accrual held within the School's accounts for the settlement of the current BSF (PFI) contractual dispute. Without the benefit of these amendments, the School's overspending in 2018/19 would have been in the region of £0.965m.
- 2.3 The governance timeline for the School over this period is as follows.
- The Department for Education made an order to convert Hanson School into an academy in 2011 after Ofsted first put the school into special measures in November 2010.
 - The Department for Education appointed Schools Partnership Trust (SPTA) as the academy sponsor. Issues at a national level regarding the financing of Building Schools for the Future initially delayed the School's conversion. SPTA withdrew their sponsorship in early 2015.
 - Wakefield Academies Trust (WCAT) was then nominated by the Regional Schools Commissioner (RSC - who became responsible for academies from 2014 onwards) to sponsor the School. WCAT supported the School from autumn 2015 up to their withdrawal in December 2016.
 - An Interim Executive Board (IEB) governed the School between June 2015 and

May 2017, when a full governing board was re-established.

- The Gorse Academies Trust (TGAT) supported the School (specifically school improvement, finance and HR) between March 2017 and July 2019 under an SLA agreed with the RSC.
- Hanson School came out of Special Measures in January 2018 and is now Requires Improvement.
- Hanson School is a still foundation school maintained by the Local Authority. The Governing Board has financial powers / responsibilities as delegated under the Scheme for Financing Schools.

2.4 The following background information is also helpful:

- Hanson School is part of the Building Schools for the Future (PFI) programme (Bradford's phase 2) and is required to pay annually £934k (in 2019/20) under this contract for premises related costs as well as a proportion of contractual repayment capital liabilities. It is now somewhat well understood that PFI, compared against the premises costs that a non-PFI secondary school would have, is a more expensive and inflexible premises solution. The School's annual charge is essentially fixed for 25 years, increasing each year for inflation (RPIX) and subject to triennial benchmarking, but not adjusting for changes in school circumstances, including in pupil numbers.
- The Governing Board has a contractual responsibility relating to the provision of sports facilities on site. The Council is not party to that contract and therefore, due to commercial confidentiality is not able to discuss in detail. Should the Committee need to discuss this matter further it will need to do so having excluded the public from the meeting.
- Hanson School is a 10 form of entry school with post 16 provision. Pupil numbers significantly reduced in October 2015 and again in October 2016. This resulted in a significant reduction in funding. The School's formula funding allocation in 2018/19 was £1m lower than it received in 2014/15.

Census	Pre 16	Post 16	Total	Gap to PAN (pre 16)	Vs. Previous Year (pre-16)
October 2013	1,450	298	1,748	- 50	n/a
October 2014	1,431	275	1,706	- 69	- 19
October 2015	1,382	210	1,592	- 118	- 49
October 2016	1,305	208	1,513	-195	- 77
October 2017	1,301	287	1,588	- 199	- 4
October 2018	1,331	290	1,621	- 169	+ 30

The School's year 7 intake this September is over 300 compared with 284 in September 2018, which strongly indicates that pupil numbers are now beginning to improve to the benefit of the School's funding; c. £0.432m in pre-16 funding growth between October 2017's and October 2019's numbers.

2.5 The School's £3.503m overspending is currently supported in cash terms by Bradford Council. Bradford's Scheme for Financing Schools sets out the process

and basis for the licensing of deficits held by maintained schools. Hanson's position however, is exceptional and will need to be managed by the Council as such. Deficits held by maintained schools are ultimately the responsibility of the Council. There are Regulations, which govern what happens to any deficit balance upon the closure of a school or on its conversion to academy.

Deficit budgets on the closure of a maintained school revert back to the Local Authority. These may be charged to the Dedicated Schools Grant if 'de-delegated arrangements' operate to enable this. On the conversion of a maintained school to academy status a deficit of a maintained school that is a 'converter' academy is transferred to the academy trust (so there is no liability on the Local Authority). However, a deficit of a maintained school that is a 'sponsored' academy reverts back to the Local Authority and may be charged to the DSG if de-delegated arrangements operate to enable this.

There is a sum of £0.65m within our DSG budget, set aside some time ago, to support the management of the School's deficit. The Schools Forum has given a clear steer that the Council should not seek to charge the DSG any further than this for the School's deficit.

On this basis, monitoring reports on the Council's budget have begun to include the potential use of Council contingency.

3. OTHER CONSIDERATIONS

- 3.1 The beginning of the School's overspending in 2015/16 can be explained with reference to a school in Special Measures, with overspends in key related budget areas, including in teaching supply costs and pupil alternative provision. Schools in special measures, especially for an extended period of time, typically spend more due to staffing, leadership and pupil behaviour issues as well as in seeking to invest to recover standards.
- 3.2 Whilst the contractual issues faced by the School are a factor, these do not in themselves explain the School's financial position. With reference to BSF (PFI), this cost was present in the School's budget in 2014/15 when its budget balanced. This being said, BSF (PFI) schools that do not have a full cohort of children will clearly struggle more with the affordability of fixed charges.
- 3.3 As stated above, Hanson's pupil numbers significantly reduced in October 2015 and 2016. These drops resulted in the reduction of formula funding in 2016/17 and again in 2017/18. Such a reduction in pupil numbers and funding would necessitate significant restructure of staffing, which needed time for planning and transition. This came about over a period when the School was held under an academy order, when the School's conversion to academy was permanently 'imminent', and when two sponsors pulled out of the School. The most significant factor behind the growth of deficit in 2016/17 (+ £1m) and 2017/18 (+£1.1m), and one of the main legacy issues that the School is now seeking to recover from, is that the School's spending did not reduce sufficiently to balance the reduction in funding that came from a reduction in pupil numbers in October 2015 and October 2016.

It is important to identify that Hanson School faced these circumstances over a period when the real terms value of funding has been heavily eroded in particular by the growth in salaries costs.

Benchmarking has also highlighted that the cost per capita of teachers in the School is higher than the average. The main reasons for this are the number of middle leaders (with TLRs) and the impact of the restriction on employing NQTs that is put on schools in Special Measures.

- 3.4 Over the period of TGAT's SLA, March 2017 to July 2019, the School has enacted two large managed staffing restructures and has achieved savings in non-staffing costs. It has been understood by the Authority that pay protection has so far reduced the material impact on the budget of these staffing restructures. However, despite this activity, Hanson's Governing Board on 30 April 2019 formally agreed the School's 2019/20 budget, which overspends by £0.654m, meaning that the School's deficit at March 2020 is forecasted on this basis to be £4.16m. The School's formally submitted 3 year budget also indicates that the School will continue to significantly overspend in future years.
- 3.5 Following the end of TGAT's SLA, since the beginning of September, the Local Authority has been working with the School and its Governing Board to better understand the detail of the managed staffing restructures to assess their material impact and the timescale for the delivery of savings. Work is also taking place to identify further savings that can be made with the aim of bringing the in year spending position of the School into balance as quickly as possible. The outcomes of this work – at what point the School's budget will balance and what action is needed to deliver this – are not yet established but will be as soon as possible. It is suggested that an update on this is provided to the Committee early in the new calendar year.

In support of this work, a DfE Advisor is scheduled shortly to audit the School. The purpose of the Advisor is to help identify key areas of efficiency and saving. Bradford Council's internal audit has also been asked to carry out an audit the School's financial management, processes and procedures.

Supporting this work also is that the School's pupil numbers are rising and the School is out of Special Measures, enabling the employment of NQTs.

- 3.6 The current priority is to establish a plan to bring the School's budget into balance in year. Discussions will also need to take place around the management of the accumulated deficit and the extent to which this is repaid by the School and supported by the Council and the options for potentially incentivising swifter repayment.

4. FINANCIAL & RESOURCE APPRAISAL

As set out within the report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

As set out within the report.

6. LEGAL APPRAISAL

- 6.1 Hanson School is a Foundation school, which does not have a foundation or trust body. Foundation schools were set up under the [School Standards and Framework Act 1998](#) to replace [grant-maintained schools](#), which were funded directly by central government.
- 6.2 Foundation schools are maintained schools meaning that they are funded by central government via the [local authority](#). Like [voluntary aided schools](#), the governing board of foundation schools not the Council employs the staff and has responsibility for admissions to the school. The land and buildings are also owned by the governing board in foundation schools. At Hanson this is subject to the PFI contracts.
- 6.3 The School and Early Years Finance (England) Regulations 2018 requires local authorities to prepare a financial scheme to deal with the matters connected with the financing of schools maintained by the authority.
- 6.4 When a maintained school becomes an academy, the Academies Act 2010 and the Academy Conversions (Transfer of School Surpluses) Regulations 2013 set out a process for the transfer of any surplus the school may have at the point of conversion. The Act requires local authorities to transfer a maintained school's surplus balances when the school converts to an academy. The Academy Conversions (Transfer of School Surpluses) Regulations 2013 sets out the procedure that the local authority must follow in determining and paying the amount.
- 6.5 Department for Education (DfE) guidance sets out what happens to any surplus balance when a school ceases to be maintained by a local authority (LA) and becomes an academy under the Academies Act 2010. It also sets out what happens to any deficit a converting school may have. LAs have to ensure that any deficit or surplus balances are transferred within the statutory timescales.
- 6.6 Converter academies are those that convert (whether as a standalone academy or as part of a multi academy trust) by means of an academy order (AO) made after an application by the governing board of the school. Schools which are eligible for intervention, under the Education and Inspections Act 2006, and schools that have applied to become an academy but where the Regional Schools Commissioner (RSC), on behalf of Secretary of State (SoS), does not consider the school strong enough to convert without the additional support of a sponsor are treated as sponsored academies, even where their route to becoming an academy is through an application for an AO by the governing board
- 6.7 DfE Guidance provides that where a school with a deficit is to open as a sponsored academy, the deficit remains with the LA, to be funded from its core budget. School deficits are generally not an allowable charge on the LA's schools budget however,

if the Schools Forum has agreed to de-delegate a contingency provision, then the deficit may be funded from that contingency, depending on the criteria agreed for its use.

6.8 The Guidance further provides that LAs should work closely with schools becoming an academy to ensure that they manage the risk of an increasing deficit, and if a school is not managing its expenditure in a satisfactory manner, the LA may withdraw delegation of the school's budget share in order to limit the potential cost to the LA's budget. LA finance officers should also work closely with school improvement officers to provide additional financial monitoring prior to them becoming an academy.

6.9 The Council's Constitution, Part 3B Access to Information Procedure Rules provides that the public and the press may be excluded for all or part of an item of business before a committee meeting, where exempt information, as defined by Schedule 12A of the Local Government Act 1972 would be disclosed. Information relating to the financial or business affairs of any particular person (including the authority holding that information) is exempt information. This would include information regarding any contract or business affairs of the School's Governing Board.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None – this is a report for information.

10. RECOMMENDATIONS

10.1 The Committee is asked to consider and to note the information provided in the report.

10.2 An update on the School’s financial position be presented to the Committee early in the new calendar year.

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

None



Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 10 October 2019

K

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2019/20

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2019/20.

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
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Portfolio:

**Corporate
Community Safety**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2019/20, 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.

- 3.5 As agreed by members of Corporate Overview and Scrutiny Committee in 2018-19, this Committee will be undertaking two detailed Scrutiny Reviews this Municipal Year, relating to Hate Crime and Domestic Violence.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 None.

6. LEGAL APPRAISAL

6.2 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.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may choose to add to or amend the topics included in the 2019-20 work programme for the committee.

9.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

10.1 That members consider and comment on the areas of work included in the work programme.

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

11. APPENDICES

Appendix One – 2019-20 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2018-19 Corporate Overview and Scrutiny Committee Work Programme.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 10th July 2019 at City Hall, Bradford.			
Chair's briefing 24/06/2019. Report deadline 27/06/2019.			
1) 2018-19 Annual Performance Outturn Report.		David Walmsley/Phil Witcherley/Laura Copley.	
2) Finance Position Statement for 2018-19.		Chris Chapman/Tom Caselton/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Chapman/Tom Caselton/Andrew Cross.	
4) Draft 2019-20 Corporate Overview and Scrutiny Committee Work Programme.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt	
Wednesday, 11th September 2019 at City Hall, Bradford.			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 12th September 2019 at City Hall, Bradford.			
Chair's briefing 21/08/2019. Report deadline 29/08/2019.			
1) Gambling.	For the Council and partner organisations to take part in activities to raise awareness of problem gambling as part of the gambling week in November 2019 and to present the planned activities to the Committee. That representatives of from the gambling industry be invited to attend a future meeting of this Committee. Report to also focus on the treatment of services that are available across the District.	Tracey McLuckie/Ralph Saunders.	Corporate Overview and Scrutiny Committee recommendation from Thursday 21 March 2019.
	on all of the above.	Progress	

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

Agenda	Description	Report	Comments
Thursday, 12th September 2019 at City Hall, Bradford.			
Chair's briefing 21/08/2019. Report deadline 29/08/2019.			
2) HR Plus Review.	Evaluation of the HR Plus contract.	Anne Lloyd.	Corporate Overview and Scrutiny recommendation from Wednesday 10 July 2019.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt	
Thursday, 10th October 2019 at City Hall, Bradford.			
Chair's briefing 17/09/2019. Report deadline 26/09/2019.			
1) £2m Print Services Contract.		Geoff Podmore/David Walmsley.	Constitutional requirement.
2) Bradford Council Workforce Development Strategy 2015-2021.		Michelle Moverley/Chris Farquhar.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 October 2018.
3) Financial circumstances relating to Hanson School.	A full and detailed report dealing with the financial circumstances relating to the £4m deficit in Hanson School.	Marium Haque/Andrew Redding/Barry Scarr/Mark Douglas/Chris Chapman.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 April 2019.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Wednesday, 16th October 2019 at City Hall, Bradford.			
1) Hate Crime Scrutiny Review.	Information Gathering Session.	Mustansir Butt.	
Thursday, 31st October 2019 at City Hall, Bradford.			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Wednesday, 6th November 2019 at City Hall, Bradford.			
1) Hate Crime 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, 14th November 2019 at City Hall, Bradford.			
Chair's briefing 23/10/2019. Report deadline 31/10/2019.			
1) Gambling.	<p>Education awareness be undertaken in schools, explaining the dangers of gambling to young people. this Committee requests that the final Local Area Profile be presented to this Committee at its meeting on 14 November 2019.</p> <p>That this Committee requests that a cross departmental and cross organisational plan be presented to this Committee on 14 November 2019, which focuses specifically on the issues identified in the Local Area Profile and also identifies other potential populations that could be deemed to be at risk.</p> <p>That this Committee requests that representations from treatment services and the Gambling Commission be requested to attend the meeting in November 2019.</p>	Tracey McLuckie. That	Corporate Overview and Scrutiny recommendation from Thursday 21 March 2019 and Thursday 12 September 2019.
2) Second Quarter Financial Position Statement.		Chris Chapman.	
3) Mid Year Performance Outturn.		Chris Chapman/Philip Witcherley.	
4) Bradford District Anti-Poverty Co-ordination Group.	Progress against the delivery plan.	Helen Johnston.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.
5) Council Tax.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.

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

Agenda	Description	Report	Comments
Thursday, 14th November 2019 at City Hall, Bradford.			
Chair's briefing 23/10/2019. Report deadline 31/10/2019.			
6) Buisness Rates.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.
7) Major capital projects, including the cost benefit analysis process".		James Hopwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.
8) That the HR Plus Contract Review findings be considered by the Committee in November 2019 together with options for future service delivery including bringing the Service back in-house.		Anne Lloyd.	Corporate Overview and Scrutiny Committee recommendation from Thursday 12 September 2019.
9) Construction Contractors Framework, (Four Generation).		Ian Westlake.	Officer request.
1 Work Planning.	There is a need to regulalry review the work programme, in order to prioritise and manage the work.	Mustansir Butt	
Wednesday, 20th November 2019 at City Hall, Bradford.			
1) Hate Crime Scrutiny Review.	Information Gathering Session.	Mustansir Butt.	
Wednesday, 4th December 2019 at City Hall, Bradford.			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 5th December 2019 at City Hall, Bradford.			
Chair's briefing 13/11/2019. Report deadline 21/11/2019.			
1) The Covenant.		Ian Day/Helen Johnston.	Resolution from Council on Tuesday 16 July 2019.
2) Equality Objectives.	Engaging with members as part of the consultation process to re-design the Council's equality objectives. Also, to focus on the delivery of key outcomes.	Kathryn Jones.	Corporate Overview and Scrutiny Committee recommnedation from Thursday 13 December 2018.

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

Agenda	Description	Report	Comments
Thursday, 5th December 2019 at City Hall, Bradford.			
Chair's briefing 13/11/2019. Report deadline 21/11/2019.			
3) District Plan.	Delivery against key outcomes.	Philip Witsherley/Laura Copley/Kathryn Jones.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December 2018.
4) Safer Communities Plan Performance.		Ian Day/Rebecca Trueman.	
5) Stronger Communities Strategy.	Progress against the Strategy. To also focus on the outcomes of the projects being delivered as part of the programme. The report to also highlight the positive outcomes from "Test and Learn", so that work which has not been successful is not repeated.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December 2018.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 19th December 2019 at City Hall, Bradford.			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
Thursday, 16th January 2020 at City Hall, Bradford.			
Chair's briefing 18/12/2019. Report deadline 02/01/2020.			
1) Industrial Services Group.	Report to focus specifically on the financial position of the Industrial Services Group.	Ben Middleton/Peter Keeley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 October 2018.
2) Brexit.	Update to also include a specific focus on the community cohesion issues across the District related to Brexit.	Philip Witscherley/Kevin Brain.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 February 2019.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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

Agenda	Description	Report	Comments
Thursday, 6th February 2020 at City Hall, Bradford.			
Chair's briefing 15/01/2020. Report deadline 23/01/2020.			
1) Third Quarter Financial Position Statement.		Chris Chapman/Tom Caselton.	
2) Period Poverty. Overview and Scrutiny	Report to focus on: The causes of period and hygiene poverty; (2) Actions being taken to address period and hygiene poverty; (3) The approaches being used with homeless people in tackling period and hygiene poverty.	(1)	Sarah Possingham. Corporate Committee recommendation from Thursday 14 February 2019.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 12th March 2020 at City Hall, Bradford.			
Chair's briefing 19/02/2020. Report deadline 27/02/2020.			
1) Prevent programme for the District.	Progress against the programme and the projects being delivered.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 21 March 2019.
2) People Can.	Progress to also include the social value of the People Can Programme. Concerns over the financing and resourcing of People Can and for officers to reconsider their approach of the financing and resourcing of People Can.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 21 March 2019.
3) Implementation of Universal Credit across the District.	To also focus on the impact of Universal Credit on the most vulnerable residents of the District and also include the impact on the Housing and Homelessness Service.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 February 2019.

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

Agenda	Description	Report	Comments
Thursday, 12th March 2020 at City Hall, Bradford. Chair's briefing 19/02/2020. Report deadline 27/02/2020. 4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 9th April 2020 at City Hall, Bradford. Chair's briefing 18/03/2020. Report deadline 26/03/2020. 1) Fourth Quarter Financial Position Statement.		Chris Chapman/Tom Caselton.	
2) Resolution Tracking.	Monitoring the progress made against the recommendation of Corporate Overview and Scrutiny Committee.	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	Financing for the regeneration on Godwin Street, Bradford, BD1 2SU, formerly occupied by the Odeon.	Chris Chapman.	
2	Verbal update from Bradford Councils representative on the West Yorkshire Police and Crime Panel.	Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September 2018.
3	LGA Peer Review and Scrutiny Committee	Report to focus on the progress being made against the peer review recommendations. Was due to be considered in March 2019, but wasn't, due to work prioritising.	Philip Witcherley/Laura Copley. Corporate Overview recommendation from Thursday 13 September 2019.
4	Impact of Social Value - outlining the Framework for Construction value of to Bradford residents arising from monies spent on £2m Procurements Contracts.	Ian Westlake/Duncan Farr.	This is in relation to the £2m procurement contract relating to Consultants Corporate Overview and Scrutiny Committee related Professional Services and Principal recommendation from Thursday 15 November 2018.
5	Hate Crime Scrutiny Review. Scrutiny Committee	Examining the effectiveness of Bradford Council and its partners in addressing hate crime across the District.	Mustansir Butt. Corporate Overview and recommendation from Thursday 13 December 2018.
6	Domestic Violence Scrutiny Review. domestic violence across	Mustansir Butt. the District.	Examining the effectiveness of Bradford Council and its partners in tackling Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December 2018.
7	Discussion with the West Yorkshire Police and Crime Commissioner	Mark Burns-Williamson.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 March 2019.

regarding Safer Communities issues.

Corporate O&S Committee

Agenda item	Item description	Author	Comments
8	Draft Digital Strategy.	Parveen Akhtar.	
9	Draft IT Strategy.	Keith Hayes.	
10	Draft Procurement Strategy.	Ian Westlake.	
11	West Yorkshire Combined Services. Services as an internal 2019.	Susan Betteridge/Joanne provider. The findings from the comprehensive review of West Yorkshire Joint Services be presented to this Committee prior to a final decision being made.	Report to focus on the viability of Bradford Council using West Yorkshire Joint Corporate Overview and Scrutiny Committee Hyde. recommendation from Thursday 11 April
12	Managing Attendance Scrutiny Review.	Scrutiny Review findings and Recommendations.	Mustansir Butt.
13	Operation and Future of Shearbridge Depot.	Ben Middleton/Geoff Binnington.	Member request.

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