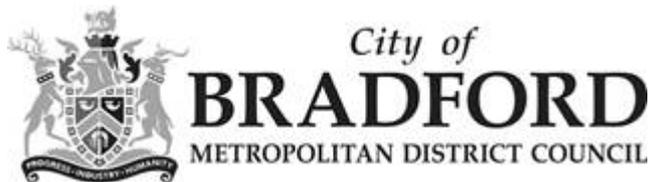


Public Document Pack



Agenda for a meeting of the Executive to be held on Tuesday, 2 November 2021 at 10.30 am in Council Chamber, City Hall - City Hall, Bradford

Members of the Executive – Councillors

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

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.
- Given the restrictions on room capacity, any Councillors and members of the public who wish to make a contribution at the meeting are asked to email jill.bell@bradford.gov.uk by 10.30 on Friday 29 October 2021 and request to do so. You will then be advised on how you can participate in the meeting. Access to the meeting cannot be guaranteed if those wishing to attend do not register given the Council must comply with the Covid regulations and guidance.
- If you wish to observe the proceedings a webcast of the meeting will be available to view live on the Council's website at <https://bradford.public-i.tv/core/portal/home> and later as a recording.
- On the day of the meeting you are encouraged to wear a suitable face covering (unless you are medically exempt) and adhere to social distancing. Staff will be at hand to advise accordingly.

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

Phone: 01274 434580/4579

E-Mail: jill.bell@bradford.gov.uk / yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

2. MINUTES

Recommended –

That the minutes of the meeting held on 7 September and 2 October 2021 be signed as a correct record (previously circulated).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

4. RECOMMENDATIONS TO THE EXECUTIVE

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

B. STRATEGIC ITEMS

<p style="text-align: center;">LEADER OF COUNCIL & CORPORATE</p>

<p style="text-align: center;"><i>(Councillor Hinchcliffe)</i></p>
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5. QTR 2 FINANCE POSITION STATEMENT FOR 2021-22

1 - 72

The report of the Director of Finance (**Document “AA”**) provides Members with an update on the forecast year-end financial position of the Council for 2021-22.

It examines the latest spend against revenue and capital budgets and the forecast year-end financial position based on information at Qtr 2. It states the Council’s current balances and reserves and school balances.

Recommended -

That the Executive

- (1) Note the contents of Document “AA” and the actions taken to manage the issues highlighted.**
- (2) Approve the following capital expenditure schemes as outlined in sections 14.9 and 14.10 of Document “AA”.**

- £0.127m to deliver the necessary highway works to allow the Parry Lane Enterprise Zone scheme to be developed and delivered in accordance with the planning application.
- £0.167m for the three schemes identified as part of the Sports Pitches Improvement Programme.
- The Executive is asked approve a budget of £0.3m and delegate authority to the Strategic Director of Place and Director of Finance & IT to approve the award of individual small grants for schemes linked to the Sports Pitches Improvement Programme.
- £1.7m for Year 1 of the IT Refresh Programme. This would be funded by the 2021-22 capital budget and bringing forward 2022-23 capital budget, both are currently included in Reserve Schemes.
- £0.1m of Council match funding to increase the number of Changing Places Toilets in the District.
- £1.898m for Phase 2 of the Playable Spaces Strategy Investment Programme to ensure that the District's playable spaces are improved sufficiently to continue to provide fit for purpose, safe and sustainable play facilities.

Corporate Overview and Scrutiny Committee

(Andrew Cross – 07870 386523)

6. **PROGRESS REPORT ON THE COUNCIL'S EQUALITY PLAN 2021-2024** 73 - 126

On 1st December 2020 Executive approved a new Equality Action Plan and instructed officers to report progress against the Plan to Corporate Overview and Scrutiny Committee on a regular basis. The report of the Assistant Director, Office of the Chief Executive (**Document "AB"**) sets out the key actions and activities undertaken to date to progress delivery of the Council's Equalities Plan and the priorities for the year ahead that will ensure on-going delivery against our objectives.

Equality and social justice must be at the heart of everything the Council does as they are key to the successful and effective delivery of services, the achievement of better outcomes for everyone and the development of a sustainable and inclusive economy. Our Equality Objectives and the plans that sit alongside them are there to help ensure equality is mainstreamed throughout the organisation.

Recommended -

That Members note the progress made and the next steps set out in the plan.

-

Corporate Overview & Scrutiny Committee

(Khalida Ashrafi – 07816082796)

C. PORTFOLIO ITEMS

HEALTHY PEOPLE AND PLACES PORTFOLIO

(Councillor Ferriby)

7. MONUMENTS REVIEW - PROJECT REPORT

127 -
140

The Strategic Director of Place will present a report (**Document “AC”**) of Phase 2 of the externally led Monuments Review, which has taken forward and implemented the recommendations from Phase 1. Much has been achieved in fulfilment of the ambition to increase awareness and understanding of our key local statues and any links to colonialism and slavery; to create educational resources; and to provide opportunities for communities to tell their diverse stories.

Whilst the driver and starting point for this project was Black Lives Matter, the learning from this project now needs to be taken forward and embedded in the Council’s approach to diversity and inclusion and to representation of *all* our communities in the public realm. The work does not stop here, but will continue as part of our plans for Bradford2025, the regeneration of the city centre, and through our strategies for place-making and heritage across the District.

Thanks are due to the external Steering Group for their invaluable help in conducting this Review, which has already started to have a wider impact on thinking about representation – who, how and why we should publicly recognise individuals and groups. As well as the learning materials created, the Group will have a lasting legacy through its involvement in ongoing work with committees related to Blue Plaques and a Commonwealth War memorial, and with an offer to remaining a sounding board for the Council on relevant issues.

Recommended that -

- (1) The Council acknowledges the work of the project in creating new educational and learning materials about our Monuments and Black History across the District, in identifying individuals from across our diverse communities who deserve recognition, and in encouraging nominations for recognition from our diverse communities; and thanks the external Steering Group for their invaluable contribution to this Review.**
- (2) The Council fully supports the proposal to create a memorial to local soldiers from Commonwealth countries who died in the First and Second World Wars.**

- (3) The Council adopts a transparent policy and process for making decisions about the addition of any new statues and monuments to the public realm for which it is responsible (e.g. public streets, squares and parks), that is mindful of ensuring equality and diversity of representation, and is focused on the significance of any featured individual's contribution to Bradford and beyond – in a similar way to conferring the Freedom of the City.
- (4) The Council uses the opportunity of the City of Culture 2025 bid to create a lasting celebration of the diversity of the District, the history of migration to Bradford, and the previously untold stories and contribution of people from across the District, noting the ideas set out in section 3.5.
- (5) The Council recognises the value of the Steering Group's work by continuing to use it as a reference group for relevant issues and decisions as required, for example in relation to the current consideration of post-Covid commemorations and memorials.

Regeneration and Environment Overview & Scrutiny Committee
 (Christine May - 07970 829265)

**REGENERATION, PLANNING & TRANSPORT
 PORTFOLIO**

(Councillor Ross-Shaw)

8. COUNCIL OWNED LAND AT NORTH STREET/CAVENDISH STREET, KEIGHLEY 141 -
194

The Strategic Director of Corporate Resources will present a report (**Document "AD"**) in respect of recommendations relating to the ePetition received by the Council to keep the land as green space which were the brownfield sites of the former Keighley College buildings on North Street and Cavendish Street, Keighley.

Recommended -

To reject the ePetition and progress with the proposal for the development of the Health and Wellbeing centre on the sites as detailed in this report.

(Corporate Overview & Scrutiny Committee)
 (Ben Middleton – 07582 101816)

9. **NETWORK INFRASTRUCTURE DEVELOPMENT FOR BRADFORD DISTRICT**

195 -
202

The report of the Strategic Director of Corporate Resources (**Document “AF that contains Not For Publication Appendix 1**) makes the case to go to market to procure a network infrastructure partner for 20 years to deliver full fibre gigabit network infrastructure for the Council and the Bradford Learning Network (BLN). In doing so it will also deliver significant social value by the way of investment in gigabit connectivity across large parts of Bradford District, that would otherwise be “left behind” for some years using inadequate broadband.

Recommended -

The Executive to:

(1) Approve Option 2, to procure a network infrastructure provider for 20 years and a network services provider will be procured on a 5-year contract as detailed in this report.

(2) Approval for Strategic Director Corporate Resources in conjunction with Director of Finance &IT in consultation with the Portfolio Holder to appoint the successful provider, subject to the financial appraisal confirming the recommended option is within existing budget provision.

Corporate Overview & Scrutiny Committee

(Paul Wilson - 07812 490703)

CHILDREN AND FAMILIES PORTFOLIO

(Councillor Duffy)

GENERAL EXCEPTION TO THE FORWARD PLAN

The following item has not been included on the published Forward Plan and is included on this agenda in accordance with Paragraph 10 of the Executive Procedures Rules of the Constitution as it is impracticable to defer the decision until it has been included in the published Forward Plan.

10. **OFSTED MONITORING VISIT**

203 -
214

The Strategic Director of Children’s Services will present **Document “AG”** following Ofsted’s Inspection of Children’s Social Care Services from the 17 to 28 September 2018, the sixth of a series of Monitoring Visits took place on the 7 to 8 September 2021.

The focus of the Monitoring Visit was around Children in Care and Residential Services.

The findings were published by Ofsted on 22 October 2021.

Recommendation

The Executive are asked to note the contents of the letter from Ofsted.

(Children's Services Overview & Scrutiny Committee)

(Mariam Haque – 01274 431266)

11. PROTECTING VULNERABLE CHILDREN & ADULTS AT RISK OF EXPLOITATION 215 -
286

The report of the Chief Executive (**Document "H" which contains Not For Publication Appendix E**) provides an update on the contemporary strategic response to all forms of exploitation of children and adults at risk of exploitation and how partners from The Bradford Partnership – Working together to safeguard children and the Bradford Safeguarding Adults Board work to drive continuous improvement and to hold agencies to account for their work on this subject. This report also outlines the challenges presented to the partnership following the global pandemic – Covid 19 and the current update on progress made to the Child Sexual Exploitation (CSE) Thematic Review recommendations published on July 27, 2021.

The Bradford Partnership and Bradford Safeguarding Adults Board have produced their annual reports cover the period April 2020 – March 2021

Appendix E – Is exempt under paragraph 7 (Crime Prevention) Schedule 12 of the Local Government Act 1972

Recommended -

- (1) The Executive is invited to note the report**
- (2) The Executive commit to working closely with partners to Continue to raise awareness of exploitation of both adult and children**
- (3) The Executive commit to working closely with partners to deliver on the actions within the developmental action plan and progressing the extensive wider work presently on going in Bradford.**
- (4) The Executive encourages members to attend the exploitation awareness/training event for elected members to be held on 3rd November 2021.**

Children's Services Overview & Scrutiny Committee
(Darren Minton – 01274 434361)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER

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Report of the Director of Finance to the meeting of the Executive to be held on 2nd November 2021.

Subject:

Qtr 2 Finance Position Statement for 2021-22

AA

Summary statement:

This report provides Members with an update on the forecast year-end financial position of the Council for 2021-22.

It examines the latest spend against revenue and capital budgets and the forecast year-end financial position based on information at Qtr 2. It states the Council's current balances and reserves and school balances.

Equality & Diversity:

COVID has had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response to the pandemic has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people where ever possible and resources continue to be deployed in support of that objective.

Chris Chapman
Director of Finance

Report Contact: Andrew Cross
Finance Manager
07870 386523
andrew.cross@bradford.gov.uk

Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

FINANCIAL POSITION STATEMENT FOR 2021-22

1.0 INTRODUCTION

This report is the second monitoring report presented to Members on the Council's 2021-22 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st March 2022. The report covers:

- The forecast outturn of the Council's revenue budget including main changes since Qtr 1.
- The forecast financial impact of Covid-19.
- An update on Council Tax and Business Rates collection.
- A statement on the Council's reserves including movements.
- An update on the Capital Investment Plan.
- The Council's Strategic Risk Register.

2.0. MAIN FINANCIAL MESSAGES

Net Revenue Budget

	Gross Budget £ms	Net Budget £ms	Forecast Non Covid Variance at end of Mar 2022	Covid Variance	Total Variance including Covid Costs
Health and Wellbeing	239.3	115.2	3.1	11.3	14.4
Children's Services	505.9	105.1	11.6	16.2	27.8
Department of Place	123.9	64.6	2.6	19.0	21.6
Corporate Resources	204.2	46.8	-0.6	8.6	8.1
Chief Executive	4.9	4.5	-0.1	0.3	0.2
Non Service Budgets	7.0	6.1	-0.3	0	-0.3
General Fund	72.1	45.0	-8.2	-58.1	-66.2
Total Council	1,150.7	385.4	8.1	-2.6	5.5

2.1 Based on a projection at September the 30th 2021, the Council is forecast to overspend the £385.4m net revenue budget by £5.5m by March 31st 2022. This is after taking account of the c£27m of Covid related funding that's been carried forward from 2020-21, and c£45m of additional Covid related funding that is expected to be received in 2021-22.

2.2 The forecast overspend contains significant variances in a number of service areas, most notably agency staffing costs and increased Child Looked After Placements in Children's Services, both of which have increased significantly in recent years. The forecast overspend is after the £7.1m increase in budget that was approved at Budget Council in February 2021, and the allocation of significant amounts of Covid related funding.

2.3 Covid has also had a significant effect on Adult Social Care in the Health & Wellbeing department, and is delaying the implementation of planned Learning Disability demand management savings leading to the forecast overspend. The delay in the implementation of planned savings is being partly offset by one-off Covid related monies in 2021-22, however the

underachieved savings will create a compounded issue in 2022-23 unless mitigated.

- 2.4 The Department of Place also has a number of forecast pressures, with the main ones being in Waste Services due in part to higher tonnages and recycling income losses, and also in Sports and Culture linked mainly to undelivered savings.
- 2.5 The Council wide forecast overspend has reduced by c£3.5m from the £9m overspend forecast in the Qtr 1 Finance Position Statement. The main changes are outlined in section 3 below.
- 2.6 The forecast Council overspend is a best estimate of the 2021-22 year-end position based on current trajectories. It should be noted that the forecast is an indication of the 2021-22 year-end position, and the overspend hasn't happened yet.
- 2.7 Sections 4 to 8 detail the department variances to budget, and the mitigations that departments will put in place to help ensure that the Council reaches the year end in a balanced position.
- 2.8 As a result of prudent financial management, the Council entered into the Covid pandemic in relatively good financial health, particularly in relation to the reserves available to draw on and this provided the flexibility to take decisions in advance of announcements about additional Government spending. This has served the Council well, and enabled it to move at pace to address the immediate challenges presented by the virus.
- 2.9 The pandemic's financial impact has however, been vast. By the end of the 2020-21 financial year, the additional Covid related gross costs and losses associated with Council service provision totalled c£92m (excluding Collection Fund losses), and will be c£169m by the end of this financial year. Additionally, the Council also administered a further c£190m of Business Grants, and hardship grants in 2020-21, with £ms more to be administered in 2021-22.
- 2.10 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government, however, it should be noted that there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts.
- 2.11 At some point during 2021-22 currently announced emergency funding will run out, but our expectation is that there will be an ongoing financial impact of Covid into the medium term.
- 2.12 Higher numbers of children looked after placements; undelivered Learning Disability demand management savings, higher waste tonnages from people staying at home more; lower post pandemic income from sports and culture venues and parking are amongst the financial pressures that could continue into next year and beyond when existing Covid monies have run out.
- 2.13 The Government has said that it will provide the necessary financial support to help Councils with the impact of the pandemic, and we expect and

require for that support to continue. Section 9 of the report provides an update on the Financial Impact of Covid 19.

Change in revenue budget forecast since Qtr 1

3.1 The overall £5.5m forecast overspend has reduced by £3.5m from the £9.0m reported at Qtr 1. This is inclusive of a £0.9m reduction on the non Covid overspend to £8.1m, and a £2.8m forecast underspend on Covid related costs and income as outlined below.

Non-Covid Change

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services	7,814	11,576	3,762
Corporate Resources	-639	-563	76
Chief Executive	-41	-137	-96
Dept of Place	2,822	2,598	-224
Non Service	154	-303	-457
Health & Wellbeing	5,039	3,115	-1,924
General Fund	-6,066	-8,153	-2,088
Total	9,083	8,133	-950

3.2 The main changes include;

A £3.8m increase in the Children's Services forecast overspend to £11.6m due mainly to;

- A £2.4m increase in Purchased Placement overspend (to £7.4m) due mainly to increased Residential care costs due to increased placement numbers.
- The forecast overspend on Respite Care has also increased by £0.7m to £0.9m as a result of a very high care cost care package.
- Additionally, the forecast overspend on Social Work services has also increased by £0.4m to £2.9m mainly due to the setting up of an additional fixed term social work team to support the Care Leavers service.
- Children Services reserves of £1.0m have also been drawdown to cover pressures on Social Work services. The reported position of £11.6m overspend would have been £1m higher without this one off drawdown.

A £0.2m reduction in the forecast overspend in the Department of Place to £2.6m due mainly to,

- A £1m increase in the forecast overspend in Libraries and Museums due to savings not being delivered and other small scale service pressures.
- A £0.3m reduction in the forecast for Neighbourhood services from the part year effect of new staffing structures within integration and assistant ward officers.
- The Housing Development forecast has improved by £0.3m due to a draw-down of reserves and a reforecast of rental income.
- Housing Strategy has drawn down from reserves which has improved the forecast by £0.4m.

A £1.9m decrease in the Health & Wellbeing overspend to £3.1m mainly as a result of an increase in the forecast for Discharge to Assess income of £1.1m following notification of its extension to the end of 2021-22, and a £0.6m increase in the Councils 2021-22 Better Care Fund allocation following recent notification.

A £0.4m increase in the Non Service underspend to £0.5m due mainly to lower added years' pension costs of former employees. The costs are expected to reduce further in coming years and this has been reflected in the Medium Term Financial plan.

A £2m increase in the forecast underspend in the General Fund due to lower than budgeted Capital Financing costs linked to lower interest costs and lower than planned capital expenditure in 2021-22(see Section 14 for further details).

Covid related changes since Qtr 1

	Covid Variance Qtr 1 £000s	Covid Variance Qtr 2 £000s	Change in Variance from Qtr 1 £000s
Dept of Place	18,250	19,014	764
Children's Services	13,596	16,193	2,597
Health & Wellbeing	12,496	11,295	-1,201
Corporate	8,698	8,635	-63
Chief Executives	305	305	0
General Fund	-53,342	-58,073	-4,731
Total	0	-2,631	-2,631

*The Covid Variances are those amounts which are expected to be reimbursed by general Covid grants held in the General Fund & Covid related reserves at 2021-22 year end.

3.3 The main changes include;

A £2.6m increase in Children's Services net Covid related costs due mainly to £2.3m of additional Front Line Social Care costs, and Children's related Covid recovery investments approved in the Qtr 1 Finance Position Statement.

A £1.2m reduction in Health and Wellbeing Covid related net costs. The major changes include

- A c£1.7m reduction in the cost of providing payments to Care providers to cover void bed costs as the scheme hasn't cost as much as previously expected.
- c£2m of additional ASC Rapid Testing Fund Grant Fund, offset by an equivalent amount of spend.
- c£2m of additional Discharge to Assess funding which will now be provided until the end of March 2022. This is offset by an equivalent amount of spend, however, as part of that expenditure was previously forecast to be funded by the Council, this additional funding helps to reduce the overall Adult Social Care & Health and Wellbeing overspend.
- c£1.4m of additional Infection Control Grant, offset by an equivalent amount of expenditure. This again helps the Adult Social Care overall overspend as it helps pay for costs that would otherwise have had to be funded by the Council.

A £0.8m increase in The Department of Place's net Covid related costs. The major changes include

- £2m increase in Economy & Development as a result of the additional investment for supporting Covid recovery and enterprise approved in the Qtr 1 Finance Position Statement.
- £1.4m increase in Neighbourhoods & Customer Services as a result of the additional investment for visible services (£1m) and Youth Services (£0.4m) approved in the Qtr 1 Finance Position Statement.
- £1.8m of reduced costs within Uniformed services, Covid Hub and Customer services.
- £1.1m improved position for Sports facilities following reopening.
- £0.3m increased pressure in Waste service

A £4m increase in General Fund position to -£58m¹ due to the approval to use £4m of reserves to fund new Covid recovery related initiatives outlined in the Qtr 1 Finance Position Statement.

Departmental Commentaries

Children's Services

4.1 Children's Services are forecast to overspend the £105.1m net expenditure budget by £11.6m. This is after the £16.2m of additional Covid related costs and losses that are forecast to be covered by Government funding. The forecast overspend is mainly derived from Children's Social Care related services (Children's Social Care (£2.4m) and Safeguarding & Reviewing, and Commissioning & Provision (£9.4m)).

Children's Social Care

¹ The General Fund underspend is nearly entirely made of up additional Covid related government and other funding including the c£27m of amounts carried forward from 2020-21.

- 4.2 The £2.4m forecast overspend is mainly due to the following;
- 4.3 A £1.7m overspend on the Social Work budget is mainly due to higher workloads, and the continued use of agency staff due to a shortage of staff.
- 4.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £17.4m in 2020-21) and are currently running at approximately £1.5m per month.
- 4.5 Children’s Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff. However, although there has been some progress, the numbers of new starters are being mostly offset by leavers.

Description	2020/21 Total	Jan- 21	Feb- 21	Mar- 21	Apr- 21	May- 21	Jun- 21	Jul- 21	Aug-Sep- 21	Total	
Starter	74	9	4	4	3	4	10	3	3	4	44
Leaver	54	9	2	4	7	3	4	2	3	2	36
Net	20 ²	0	2	0	(4)	1	6	1	0	2	8
No of Perm Social Work Staff		292	294	294	290	291	297	298	298	300	

- 4.6 The Children with Disability Service is forecast to overspend on the direct payment/home support budget by £0.8m.
- 4.7 There is also a £0.9m pressure on the service legal cost budget due to court/legal counsel cost. The Post 16 team has a pressure of £0.6m on support cost for care leavers.
- 4.8 The Section 17 preventative assistance budget is forecasting an overspend of £0.4m and the transport cost for children in care is forecast to overspend by £0.4m,
- 4.9 The overall service overspend is offset by a £0.4m underspend on Prevention and Early Help services, and £1.0m from the contribution of Family First resources. One off service reserves of £1.0m have also been used to help reduce the overspend.
- 4.10 Overspends are also occurring in other areas due to continued growth in the average number of Children receiving support, with large increases in typically costlier external Residential placements and external Foster Agency placements.
- 4.11 Residential placements cost on average close to £200k per year each, and numbers have never been higher as outlined in the table below. Indicatively, had residential placements continued at the same level as 2020-21, the forecast for 2021-22 would be c£4.1m lower.

² In 2020/21 although there were 20 more Starters than leavers, it only resulted in 8 more permanent Social Workers across the year as some new starters were internal recruitments creating a vacancy elsewhere, and some new starters also left the service.

Type of Placement	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Sep 21	Avg Cost per week
Placed with Parents	119	117	129	150	162	150	
Placed for Adoption	24	25	26	24	35	43	
Friends and Families	232	235	301	357	372	369	£250
Foster Parents	365	371	354	368	393	374	£519
Fostering Agencies	38	57	88	131	164	189	£839
Residential Care (Internal)	58	51	45	51	45	42	£3,100
Residential Care (External)	47	42	42	60	70	92	£3,600
Other	48	62	68	90	107	102	£1,600
Sub Total (Number of Children Looked After)	931	960	1,053	1,231	1,349	1,361	
Residence Orders	59	46	40	37	33	31	£154
Adoption Orders	260	247	239	237	226	206	£270
Special Guardianship Orders	304	320	338	364	435	448	£155
Sub Total (Chd in Permanent Arrangements)	623	613	617	638	694	785	
Total Children Receiving Support	1,554	1,573	1,670	1,869	2,043	2,046	

Safeguarding and Review, Commissioning and Provision

- 4.12 As a result of the growth outlined above, the service is forecast to overspend the £56.7m budget by £9.4m.
- 4.13 The external purchased placement (Residential, Fostering and Post 16) budget is forecast to overspend by £7.4m. The number of external placements increased by 19% in 2020-21 and the current forecast assumes a 14% increase in 2021-22.
- 4.14 £4.9m of Placement costs are currently forecast to be covered by Covid related monies. This is a significant concern as it is very likely that the Placements will continue after the Covid monies have run out leaving a structural problem. The forecast overspend includes £1.4m in relation to placement cost of children due to the recent temporary closure of internal children homes following an Ofsted inspection.
- 4.15 Internal residential/respite homes are currently forecasting an overspend of £1.5m due to the use of agency staff, premises related costs and care cost. The forecast overspend has increased recently due to a very high cost of a care package.
- 4.16 There is a further £0.5m variance due to the use of agency staff across the service.

Education and Learning

4.17 The Education and Learning Service is reporting a £0.3m underspend across the service on non-staffing budgets.

Skills for Work and 14-19 Service

4.18 The Skills for Work/14-19 Service is currently reporting an overspend of £0.1m on a £1.4m budget.

Mitigating Actions to reduce overspend

4.19 There has been a considerable level of investment into Children Services over past few years. The 2020-21 budget included £13.625m of additional investment to address budget pressure and demographic growth. A further £2m was made available to make permanent support to the social work structure previously funded from the “one off” Children Investment Fund in 2019-20. The Council also allocated £2m per annum for two-years to support Prevention and Early Help work starting in 2020-21. Children’s Social Care also overspent by £6.4m in 2020-21, with mitigating funding having to come from other parts of the Council. There has also been a further £7.125m of recurring budgeted investment in 2021-22.

4.20 The service will pursue the following actions to reduce the forecast overspend in 2021-22;

- Review of high cost placements.
- Seek contributions from partners towards placement costs.
- Recruitment of permanent social workers to reduce reliance on the use of agency staff. Currently, the use of agency is over 40% of the staffing budget. The service value for money and efficiency plan intends to reduce this by 10% each year up to December 2023.
- Review agency fee cost in order to get value for money from agency suppliers/contractors.
- Grow in-house children residential provision, to reduce costly external placements.

Health and Wellbeing

5.1 The Department of Health and Well-Being is forecast to overspend the £112.1m net expenditure budget by £3.1m. This is after £11.3m of additional Covid related costs and losses that are forecast to be covered by Government and other income. The forecast overspend has reduced by £1.9m from Qtr1, primarily as a result of a £1.1m increase in the Discharge to Assess forecast, following the announcement of the funding to the end of March 22 and a £0.6m increase in the Councils 2021-22 Better Care Fund (BCF) allocation.

5.2 In 2021-22 the department has Demand Management savings of £8.4m to achieve, of which £2.1m is apportioned to Older People and Physical Disabilities and £6.3m to Learning Disabilities (LD).

- 5.3 At this stage in the financial year it is forecast that the £6.3m LD Demand Management saving will be unachieved; the service also has a recurrent pressure of £3.2m from the 2020-21 LD Demand Management saving, and has forecast additional cost pressures linked to the day care block contract of £0.8m and further £0.8m in year cost pressure on home care and supported living provision. The underachievement is primarily due to Covid as a result of not being able to carry out face to face reviews, and the increased costs of supporting people at home as a result of day care closures. Period 6 has reported a £0.3m forecast increase in Direct Payment audit recovery income to mitigate some of this pressure.
- 5.4 Due to the impact of the pandemic on the ability of the service to deliver the savings, £6.2m of Covid funding has been included in the Qtr 2 forecast. This has reduced the forecast overspend on LD long term support to £4.6m. However, the underlying pressure on the LD budget is £10.8m; due to the budget being supported by the non-recurrent Covid grant. This is a significant concern when Covid support runs out.
- 5.5 Included in the demand management savings were plans to re-model the current block day care contract; this work is on-going but it is likely that savings won't be realised until 2022-23.
- 5.6 Coming out of the pandemic, face to face reviewing has commenced; the Review Service has now been established within LD, with priorities aligning to the departments commissioning plan. Reviewing capacity and commissioning resource has also been identified to assist in the transformation of day services.
- 5.7 The £2.1m demand management saving apportioned to Older People and Physical Disabilities Residential and Nursing fees is forecast to be achieved. However, there is a significant pressure (£3.6m) on Home Care due to the full year effect of the increase in hours from 2020-21; together with the increase seen this financial year in external enablement hours due to increased demand, which is partly mitigated by discharge to assess funding.
- 5.8 The Qtr 2 forecast is based on the current levels of activity; the service is however optimistic that home care hours can be reduced as the reviewing team capacity is increased, strength based approaches become embedded in teams, annual reviews are carried out and the Fletcher Court site is fully occupied. The service is working with Finance and Performance colleagues to ensure that all costs associated with Discharge to Assess Funding are claimed. The Home Care Capacity Working Group will also review analysis of the increased hours and look at options for mitigating increased home care demand, particularly in relation to the increase in short term external enablement hours.
- 5.9 There are the following mitigating underspends across the department; £1m in Mental Health, £1.1m increased Discharge to Assess income, £1m vacancy control, £0.3m forecast underspend on Safeguarding due to vacancies and reduced assessment costs, £0.1m underspend in Environmental Health, £0.5m unallocated budget, £0.3m additional income from health and £0.6m increase in the Better Care Fund allocation.

Mitigating Actions to reduce overspend

- 5.10 The service will pursue the following actions to reduce the forecast overspend in 2021-22;
- Accelerating reviews across the department; LD priority reviews have been identified.
 - Seek additional health related income; to continue to ensure that the Discharge to Assess claim includes all eligible costs.
 - Continue with, and seek to accelerate the transformation programme.
 - Reviewing the charging policy.

Department of Place

- 6.1 The Department of Place is forecast to overspend the £65.6m net expenditure budget by £2.6m. This is after £19.0m of additional Covid related costs and losses that are forecast to be covered by Government and other income.
- 6.2 The impact of Covid-19 for 2021-22 will continue to be closely monitored each month. The overall impact will however be dependent on the speed of recovery across the district.

Waste, Fleet & Transport Services

- 6.3 The service is forecast to over spend the £27.1m net budget by £1.5m. This is after £2.2m of Covid related costs and losses that are forecast to be covered by Government and other income.
- 6.4 The £1.5m service over spend is largely comprised of an over spend in Waste Services of £1.1m and £0.4m in Fleet & Transport.

Waste Services

- 6.5 Pressures in Waste Services continue to centre around higher than budgeted disposal costs and a reduction in recycling income. The service is currently forecasting a £1.1m overspend, which is largely being driven by the following:
- £0.5m over spend on disposal costs (forecast overspend including additional expenditure relating to Covid is £1.45m);
 - £0.3m shortfall in recycling income due to market prices remaining low; &
 - £0.3m in Transfer Loading Sites & Household Waste Recycling Centre expenditure, some of which is due to essential repairs.
- 6.6 During Covid the service was seeing an average of 270 tonnes extra per week. A steady reduction has now seen this decline to c140 tonnes extra per week in comparison to pre-Covid levels. Trade Waste tonnages (both collected and direct delivered by businesses at our TLS) have recently increased to around 440 tonnes per week which is 50 tonnes higher than pre-Covid levels. Charges for Trade Waste are being reviewed to ensure costs are covered.

6.7 The table below demonstrates that higher tonnes of waste have been collected by Waste Services in the first half of this year.

Tonnes 000s – Cumulative Year to date	2019/20	2020/21	2021/22
Kerbside Waste collected	51,655	58,006	56,549
Kerbside Recycling collected	17,149	21,181	20,154
Household Waste sites	29,765	21,813	30,912
Trade Waste collected	8,857	6,439	7,253
Garden Waste collected	5,238	6,435	5,300
Total Waste Collected	112,664	113,874	120,168

*Closed in Apr, reopened end of May

6.8 Overall, these higher tonnages are then having to be disposed of at cost to the Council.

Tonnes 000s – Cumulative year to date	2018/19	2019/20	2020/21
Waste Disposal Tonnes ³	120	122	126

6.9 In order to address the above pressures, the following mitigating action is being taken:

- Merged shifts and working patterns at the materials recycling facility have been implemented.
- Reduction in casual overtime.
- Review of Fleet maintenance charges.
- Review of kerbside and trade waste collections routes.
- There are also plans to redevelop the materials recovery facility, which will facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention. These are on-going but will not be operational in this financial year.

Neighbourhoods and Customer Services

6.10 The Service is forecast to underspend the £15.7m net expenditure budget by £0.6m. This is after £8.9m of Covid related costs and losses that are forecast to be covered by Government and other income. The service under spend of £0.6m relates to Uniformed Services (£0.4m) and underspends in Neighbourhood Services (£0.2m).

6.11 Covid response activities are supported by specific funding from Government. The two sources of income are the Containment Outbreak Management fund and LA practical support for those self-isolating.

6.12 The Council has received recent notification from the Government that the funding for Practical Support and Medicines Delivery Service (MDS) will be

³ Waste Disposal Tonnes are higher than Waste Collected Tonnes as the Council also disposes of street cleansing waste amongst others.

extended beyond September until 31 March 2022. Further information about the funding allocation will be received in due course.

- 6.13 The Covid Hub is planning to extend service delivery until 31st March 2022, the focus will be on community testing, vaccination support, track and trace and self-isolation.

Economy & Development Services

- 6.14 The service is forecast to balance the £4.3m net expenditure budget. This is after £2.6m of Covid related costs and losses that are forecast to be covered by Government and other income. The non Covid-19 issues are detailed below: -
- 6.15 Economic Development has a forecast underspend of £0.3m as spending plans for recruitment are being reviewed due to Covid-19 recovery plans.
- 6.16 Housing Development is forecast to overspend by £0.5m due to not achieving income targets via a capital recharge (£0.3m), empty Council properties, Council Tax, maintenance costs and loss of rental income (£0.3m). The forecast includes drawdown of reserves £0.1m.
- 6.17 Housing Strategy is forecast to underspend due to drawn down of reserves £0.4m.
- 6.18 Markets is forecast to overspend by £0.1m, this mainly relates to an expected rent reduction in issuing new leases for the external shops around the Oastler Centre over 3 years so the Council is able to achieve vacant possession of these properties as part of the Top of Town scheme.

Planning Transport & Highways

- 6.19 The Service is forecast to overspend the £14.1m net expenditure budget by £0.2m. This is after £0.5m of Covid costs and losses that are forecast to be covered by Government and other income. Service forecast overspends relate to CCTV (£50K), Structures (£147k), Street lighting (£107k), with underspends in Highways Maintenance (£101k).
- 6.20 Wholesale energy costs are increasing significantly which will feed into street lighting utilities payment heading into winter.

Sports & Culture

- 6.21 The Service is forecast to overspend the £3.9m net expenditure budget by £1.5m. This is after £4.4m of Covid costs and losses in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker.
- 6.22 The main pressures within the service are coming from underachieves savings in Museums £0.7m & Libraries £0.5m, and pressures in Bereavement £0.2m and Sports Facilities £0.1m.

- 6.23 Sports Facilities are reporting an improved position from Qtr 1. Since the lifting of restrictions on 19th July, all facilities are reporting positive signs of recovery.
- 6.24 All Theatre services are now operating fully. Audience numbers have increased ahead of expectations however bookings are relatively last minute due to Covid uncertainty. Generally, forecasts are moving in a favourable direction, however consideration needs to be given to any winter Covid problems which could result in a loss of bookings.

Corporate Resources

- 7.1 Corporate Resources are forecast to underspend the £46.8m net budget by £0.6m. This is after £8.6m of Covid related costs and losses that are forecast to be covered by Government and other income. The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses including on Investments & capital schemes.
- 7.2 Excluding Covid-19 impacts, the Department's forecast underspend of £0.6m is made up of forecast underspends in Revenues & Benefits (£0.6m), Catering & Office Services, (£0.2m) and Energy Unit (£0.2m). The forecast includes the net impacts of pre-existing and ongoing pressures, after allowing for the impact of Covid on traded areas such as ISG (£0.1m), PACT HR (£0.1m), and £0.3m in ICT.

General Fund

- 8.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £8.2m. This is due mainly to Corporate Contingencies and Capital Financing underspends linked to lower interest costs, and lower than budgeted Capital expenditure (see section 12 for additional information).

Covid-19 Financial Impact Tracker.

9.1 The table below details the costs of Covid in 2020-21, and also provides an early estimate of the impact in 2021-22.

Department	Expenditure/Income	2019/20	2020/21	2021/22 Forecast	Total
Health & Wellbeing	Expenditure	715	27,743	19,826	48,284
	Income Loss		2,711	86	2,797
	Additional Income (Specific)		-22,331	-8,617	-30,948
Health & Wellbeing		715	8,123	11,295	20,133
Children's Services	Expenditure		8,782	15,814	24,596
	Income Loss		1,836	916	2,752
	Additional Income (Specific)		-2,263	-537	-2,800
Children's Services			8,355	16,193	24,548
Place	Expenditure	114	9,047	13,586	22,747
	Income Loss	1,013	14,659	6,463	22,135
	Additional Income (Specific)		-1,230	-1,036	-2,266
Place		1,127	22,476	19,014	42,616
Corporate Resources	Expenditure	153	14,210	7,809	22,171
	Income Loss	139	6,351	2,806	9,296
	Additional Income (Specific)		-335	-1,980	-2,315
Corporate Resources		292	20,226	8,635	29,152
Chief Executives	Expenditure		927	305	1,232
Chief Executives			927	305	1,232
Non Service	Expenditure		264	0	264
	Income Loss		654		654
Non Service Total			918	0	918
General Fund	Expenditure		5,853	6,142	11,995
	Income Loss	1,285	-991	0	294
	Additional Income (General)	-2,700	-64,543	-22,040	-89,283
	Additional Income (Specific)		-28,595	-10,922	-39,518
	Council Reserves per Qtr 1		0	-4,000	-4,000
	Carry fwd of unspent grants		27,252	-27,252	0
General Fund		-1,415	-61,025	-58,072	-120,512
Total Ex Collection Fund		718	0	-2,631	-1,913

*At 2020-21 year end the Additional Grants received in the General Fund were allocated to departments to match the net cost of Covid, with the remaining balance transferred to reserves to be used in 2021-22.

9.2 The table below shows the total impact on Council services, and additional income provided by Government and other bodies.

	2019/20	2020/21	2021/22 Forecast	Total
Expenditure	982	66,827	63,481	131,289
Income Loss	2,437	25,220	10,271	37,928
Total impact on Council Services	3,418	92,046	73,752	169,217
Additional Income (General)	-2,700	-64,543	-22,040	-89,283
Additional Income (Specific)		-54,755	-23,092	-77,847
Carry Fwd of unspent grants		27,252	-27,252	0
Council Reserves		0	-4,000	-4,000
Total Funding	-2,700	-92,046	-76,384	-171,129
Grand Total	718	0	-2,631	-1,913

9.3 As a result of prudent financial management, the Council entered into the Covid pandemic in relatively good financial health and with sufficient reserves to enable a rapid and flexible response to the crisis in advance of additional Government funding.

9.4 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government, however, it should be noted that there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts.

Budget Savings Tracker

10.1 The combined budget savings of £14.3m in 21-22 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £304m.

10.2 The 2020-21 budget includes £9.5m of new budget reductions, however £4.7m of prior year underachieved savings have carried forward into 2021-22, meaning that £14.3m of savings will need to be delivered in 2021-22.

10.3 In tracking progress made against each individual saving proposal, £3.3m of the £14.3m is forecast to be delivered, leaving £10.9m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/21	2021/22 New Savings	Total Savings 2021/22	Forecast Variance 2020/21	Total Savings 2021-22 ⁴
Health & Wellbeing	3.1	8.4	11.5	9.4	5.5
Children's Services Place	0.0	0.3	0.3	0.0	0.0
Corporate Resources	1.6	0.2	1.9	1.5	0.4
General Fund	0.0	0.2	0.2	0.0	0.0
Total	4.7	9.5	14.3	10.9	5.8

10.4 Although the savings that have to be delivered this year are lower than prior years, the amount forecast to be unachieved is forecast to be higher than recent years.

⁴ Additional budget savings will be required in line with the Medium Term Financial Plan.

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9
2020/21	6.5
2021/22	10.9

- 10.5 The main forecast underachieved savings are £9.4m of underachieved Learning Disability Demand Management savings in Health & Wellbeing. As outlined previously these are partly caused by Covid, and are being partly mitigated by c£6.2m of Covid related grants in 2021-22. The ongoing impact of the underachievement when Covid grants run out, is a significant concern looking forward.
- 10.6 The £1.9m of underachieved savings in the Department of Place are mainly due to £1.3m of underachievement in Sports & Culture, most notably Libraries (£0.4m), Museums (£0.5m) and Theatres (£0.2m), and £0.2m in Neighbourhoods & Customer services as the income budget increased for parking charges in 2020-21, and it will continue to be undelivered in 2021-22 (£0.2m).

Council Tax and Business Rates.

- 11.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities. Bradford will be paid over its budgeted precept (£212.9m) in 2021-22.
- 11.2 Business Rates collection has also been significantly impacted by the pandemic. Bradford will be paid over its budget precept from the Collection Fund in 2021-22, with any in year deficit being repaid to the Collection Fund in 2022-23.
- 11.3 The Council had very large deficits from 2020-21 as a result of Covid (£6.1m for Council Tax and c£28.7m for Business Rates) that it will have to repay to the Collection fund in 2021-22 and 2022-23. The deficit will however be covered by Section 31 grants and Tax Income guarantee compensation received from the Government in 2020-21. Currently the £35m of S31 and TIG monies are held in a reserve and will be drawn down to pay for the 2020-21 deficit in due course.
- 11.4 In 2021-22 the Council will again likely have a significant Business Rates Collection Fund deficit. Most of this will result from Government support for businesses and will consequently be covered by additional section 31 grants, however the Councils business rates base is also likely to reduce following a number of recent appeals. The extent of this is currently being assessed and an update will be provided in the Qtr 3 report.

Reserves

12.1 At 30th September 2021 reserves stand at £290.3m (Council £247.4 and Schools £42.9m). Unallocated reserves stand at £10.7m.

	Closing Balance 2019-20 £m	Closing Balance 2020-21 £m	Opening Balance 2021-22 £m	Net Movement	Balance as at 30 th September 2021 £m
Council reserves	207.0	256.5	256.5	-9.1	247.4
Schools Delegated budget	31.9	42.9	42.9	.0	42.9
Total	238.9	299.4	299.4	-9.1	290.3

12.2 The £9.1m decrease in Reserves is made up of

Movements to Reserves

£941k ICT Programmes Budget
£300k Markets
£843k Children's E2E Programme Reserve

Movements from Reserves

£1.793m Insurance Risk to support the 2021-22 Budget
£2.498m Transitional & Risk Reserves £2.389m to support the 2021-22 Budget
& £100k to support Corporate complaints
£1.735m NDR Volatility Reserve to support the 2021-22 Budget
£575k Council Tax Reserve to support the 2021-22 Budget
£1.319m Better Use of Budgets drawdown.
£860k ESIF - STEP was Employment Opportunities Fund
£700k Match Fund Basic needs grant
£712k Neigh & Envir Health Grant Reserve
£130k Holiday Activity Fund Grant Reserve
£443k Covid Winter Grant Reserve

Movements within Reserves

£502k from HRA Reserve to Longfield Drive Housing Scheme(Council Housing Reserve)
£100k from Payroll Reserve to Transition & Risk Reserves
£4.5m from the Transition and Risk reserve to the General Fund reserve so that the Council has an amount equivalent to 5% of Net Revenue budget in its General Fund reserve in line with guidance.

12.3 The Council has £19.5m of General Fund reserves, and £10.7m of unallocated reserves.

12.4 Overall, reserve levels are expected to reduce significantly in 2021-22.

12.5 The Council has c£27m of Covid related grants in reserve from 2020-21, which will be drawn down in 2021-22 to fund Covid related expenditure as outlined previously and in the Covid Tracker.

12.5 £4m of reserves have been approved to be used to support the recovery from Covid as outlined in the Qtr 1 Finance Position Statement.

- 12.6 £6.4m of reserves were approved to be used as part of the 2021-22 Council budget.
- 12.7 Approximately £2.5m of reserves are forecast to be drawn down or repurposed to help mitigate forecast overspends in 2021-22, as outlined above and detailed in the Departmental commentaries
- 12.8 Additionally, a significant portion of the £35m held in the S31 Business Rates Grant Reserve that contains both the Councils share of Section 31 grants and Tax Income Guarantee Scheme compensation will be drawn down at 2021-22 year-end to fund the 2020-21 Collection fund deficits.

School Balances

- 13.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2022. Schools do not report their quarter two financial position for 2021-22 until the end of October 2021.

	Balance 1 st April 2021		Forecasted Balance 31 st March 2022		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,353	7	1,345	0	8
Primary	68	10,549	67	7,342	1	3,207
Secondary	6	(2,077)	6	(2,614)	0	(537)
Special	3	2,925	3	2,196	0	729
Pupil Referral Units (PRU)	3	241	1	115	2	126
Subtotal	87	12,991	84	8,384	3	4,607
School Contingency		27,550		27,550	0	0
Other Activities/Closed Schools		1,418		1,418	0	0
Total	87	41,959	84	37,352	3	4,607

- There are three schools (one maintained nursery school, one primary and one secondary school) that are currently forecasting deficit revenue balances at 31 March 2022, with a combined deficit value of £5.3m. The deficit balance held by Hanson School is forecast to increase to £5.2m at the end of 2021-22 from £4.8m at the end of 2020-21.
- One school (St Clare's Catholic Primary) converted to academy status in 2021-22.

Capital Expenditure

- 14.1 The Council continues to seek to deliver a large capital programme across the District, which will provide improved facilities and infrastructure to support the delivery of the Council Plan.
- 14.2 The profiled resource position for 2021-22 for the Capital Investment Plan stands at £719.1m. To the 30th September there has been total spend of £37.0m. A summary

by service is shown below with a detailed monitor in Appendix 2.

Scheme Description	Q1 Re-profiled Budget 2021-22	Changes	Re profile Budget 2021-22	Spend 30 Sept 2021	Budget 22-23	Budget 23-24	Budget 24-25 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	2.0	0.0	2.0	0.2	3.2	3.9	1.9	11.0
Children's Services	15.3	8.0	23.3	8.8	13.7	5.4	0.2	42.6
Place - Economy & Development Services	26.9	0.0	26.9	6.2	42.3	10.2	8.5	87.9
Place - Planning, Transport & Highways	46.9	-0.5	46.4	10.4	139.3	40.1	15.7	241.5
Place – Other	20.9	0.4	21.3	5.0	16.0	10.4	2.1	49.8
Corp Service – Estates & Property Services	14.0	-0.4	13.6	6.4	4.6	1.3	1.9	21.4
TOTAL – Services	126.0	7.5	133.5	37.0	219.1	71.4	30.3	454.2
Reserve Schemes & Contingencies	7.0	-1.1	5.9	0	106.9	92.5	59.6	264.9
TOTAL	133.0	6.4	139.4	37.0	326.0	163.8	89.9	719.1

14.3 Overall there has been an increase in the budget of £11.1m to £719.1m. The main changes relate to:

- £2.6m of new approved budget for Children’s Residential Home Provision.
- £9.6m of additional budget on current schemes the main ones being Saltaire Resource Centre, SEN Provision and Silsden School.
- £1.0m budget reductions, the main one being a reduction for a complete Highways scheme, Local Pinch Point Fund.

14.4 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

14.5 It should also be noted that there remains uncertainty linked to Covid, and although we have a better understanding of the additional costs, income losses and Government funding streams, the time period over which Covid will impact for is still an unknown, and consequently there remains levels of uncertainty in the forecasting.

14.6 Generally, inflationary forces are resulting in increased pressures on current projects and there could be higher costs compared to approved budgets. Also problems with the supply chain mean some major projects are having issues getting resources delivered and this could impact on delivery timescales and budgets.

Capital Programme 2021-22 update

14.7 The latest forecast for expenditure for 2021-22 is £121.3m, compared to a revised budget of £139.4m. Spend to the end of September 2021 is £37.0m. A summary by service is shown below with a detailed monitor in Appendix 2.

Budget, forecast and spend to date as at 30 September for 2021-22

	Revised Budget 2021-22 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2021 £m	Spend to date as a % of forecast %
Health and Wellbeing	2.0	1.6	-0.4	0.2	11.9
Children's Services	23.3	19.9	-3.4	8.8	44.2
Place - Economy & Development	26.9	18.0	-8.9	6.2	34.6
Place - Planning, Transportation & Highways	46.4	52.0	5.6	10.4	20.1
Place – Other	21.3	18.7	-2.6	5.0	26.7
Corporate Resources – Estates & Property	13.6	10.3	-3.3	6.4	62.0
Reserve Schemes & Contingencies	5.9	0.8	-5.1	0.0	0.0
TOTAL - All Services	139.4	121.3	-18.1	37.0	30.5

14.8 There is a forecast capital programme variance of £18.1m between the budget and the latest expenditure forecast. Covid-19 and supply issues has caused delays for some major schemes and this has impacted on current schemes progressing and also the development of Reserve Schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

New Capital Schemes

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

- **Parry Lane** – The Council has been working in partnership with the West Yorkshire Combined Authority (WYCA) to bring forward the Parry Lane Enterprise Zone site for development. The Council's contribution to the Parry Lane Enterprise Zone scheme is £0.127m to deliver the necessary highway works to allow the scheme to be developed and delivered in accordance with the planning application.

The works will lead to a reduction in the width of Parry Lane with a subsequent reduction in vehicle speeds resulting in a safer environment for motorist, cyclists and pedestrians together with a provision of a bus lane monitoring camera on the new Sticker Lane/Broad Lane bus gate to keep the lane clear and speed up bus journeys through the junction. The Council works will be funded by capital receipts.

- **Sports Pitches Improvement Programme (SPIP)** – Sports Pitches is a £15m project, with Wyke Community Sports Hub currently being completed. There is a budget of £8.9m remaining in Reserves. SPIP is the delivery vehicle for achieving the outcomes of the Councils Playing Pitch Strategy (PPS) 2019 presented and adopted by the Council Executive on the 11th June 2019.

The overall objective of SPIP is to deliver a hierarchy of sustainable outdoor

playing pitch provision that meets current and future demand and seeks to address declining playing numbers within key sports. The programme will deliver 3 District Multi Sport Hubs, 5 Neighbourhood Multi Sport Hubs along with redevelopment of Single Pitches where appropriate as evidenced in the PPS and Local Football Facilities Plan along with supporting 3rd sector led projects.

As part of the SPIP three co delivered projects that require funding from the Sports Pitches Budget are being developed. The details are:

1. Attock Park - 5-a- side Football facility.
2. Midland Road Neighbourhood Multi Sport Hub, delivered in partnership with BEAP – New 4G Artificial Playing Pitch and Refurbishment of Pavilion, Changing Rooms, Café.
3. Great Horton Church Cricket Club - Improvements to the playing pitch.

The total estimated cost of these projects is £1.230m but this includes grant and contributions by Partners. The Council would be investing up to £0.167m in the three schemes and this would be funded from the SPIP Reserve Budget and it would mean £1.063m of external funding coming in to the District.

The Service is also looking at a number of other projects that involve contributions from the Council. To enable these to progress it has been identified that a budget of £0.3m is needed. Individual contributions would be reviewed and subject to approval by the Strategic Director of Place and Director of Finance & IT. This will enable the smaller projects to be completed in a timely manner and help to secure funding from Partners.

- **IT Core Device Refresh Programme** - £0.5m (2021-22) and £1.2m (2022-23) is currently included in Reserve Schemes for IT projects. The Service has identified that £1.7m is required in 2021-22 for the IT Core Device Refresh Programme. Successful delivery means a new fit for purpose, streamlined and modern, device offering will now be provided by IT Services.
- **Changing Places Toilets** – A grant bid for £0.145m requiring match funding from the Council is being developed. The match funding of £0.1m will come from a mixture of current capital budgets within Libraries (£0.02m) (CS0509) and General Contingency (0.08m). The grant if successful will increase the number of Changing Places Toilets in the District and reduce the barriers that disabled people experience in accessing ordinary activities.

14.10 Appendix 2 shows the Capital Investment Plan as at 30th September and additional to this the October PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the Quarter 3 CIP.

- **Playgrounds** - The District's Playable Spaces Strategy (PPS) and Investment Programme has been developed to deliver the outcomes of the strategy. It was approved in principle by the Executive on the 7 January 2020 together with the full refurbishment of the District's largest play area at Lister Park which was completed and opened to the public in July of this year (2021). The Programme is now seeking approval for £1.898m from the Budget of £5.7m within Reserve Schemes to complete the second year

spend of the five-year investment plan.

The project objectives are to deliver a network of high-quality play facilities that meets the diverse needs of the District's communities and is sustainable in terms of maintenance and repair, achieving an annual revenue saving.

14.11 The following scheme has been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.

- **Buttershaw Youth Centre** - £0.021m to complete the urgent replacement of the timber infill wall within the existing sports hall which is in a state of disrepair. The wall façade structure was in a very poor condition and was a Health & Safety issue along with a fire escape issue. As a consequence of the works being required the sports hall is unable to be used thereby causing inconvenience to the community and a loss of revenue income to the council. Work

15.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Council's Strategic Risk register has been provided in Appendix 3. Two new risks have been added, Elective Home Education and Shortage of Staff within the External Care Market.
- There has been very little change to the risk profile of the authority however after a long stable position the Governance Risk has now been removed from the register.

16.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. There are no other legal implications arising from this report.

17.0 OTHER IMPLICATIONS

18.0 EQUALITY & DIVERSITY

None

19.0 SUSTAINABILITY IMPLICATIONS

None

20.0 GREENHOUSE GAS EMISSIONS IMPACTS

None

21.0 COMMUNITY SAFETY IMPLICATIONS

None

22.0 HUMAN RIGHTS ACT

None

23.0 TRADE UNION

Trade Unions have been consulted in relation to Waste Services mitigation plans.

24.0 WARD IMPLICATIONS

None

25.0 IMPLICATIONS FOR CORPORATE PARENTING

None

26.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

27.0 NOT FOR PUBLICATION DOCUMENTS

None

28.0 RECOMMENDATIONS

That the Executive

28.1 Note the contents of this report and the actions taken to manage the issues highlighted.

28.2 Approve the following capital expenditure schemes as outlined in sections 14.9 and 14.10.

- £0.127m to deliver the necessary highway works to allow the Parry Lane Enterprise Zone scheme to be developed and delivered in accordance with the planning application.
- £0.167m for the three schemes identified as part of the Sports Pitches Improvement Programme.
- The Executive is asked approve a budget of £0.3m and delegate authority to the Strategic Director of Place and Director of Finance & IT to approve the award of individual small grants for schemes linked to the Sports Pitches Improvement Programme.
- £1.7m for Year 1 of the IT Refresh Programme. This would be funded by the 2021-22 capital budget and bringing forward 2022-23 capital budget, both are currently included in Reserve Schemes.
- £0.1m of Council match funding to increase the number of Changing Places Toilets in the District.

- £1.898m for Phase 2 of the Playable Spaces Strategy Investment Programme to ensure that the District's playable spaces are improved sufficiently to continue to provide fit for purpose, safe and sustainable play facilities.

29.0 APPENDICES

- Appendix 1 Reserves Statement
- Appendix 2 Capital Investment Plan
- Appendix 3 Council Strategic Risk Register

30.0 BACKGROUND DOCUMENTS

- Qtr 1 Finance Position Statement – Executive 6th July 2021
- 2020-21 Finance Position Statement – Executive 6th July 2021
- The Council's Revenue Estimates for 2021/22 – updated – Budget Council 18th Feb 2021
- Qtr 3 Finance Position Statement – Executive 2nd Feb 2021
- Qtr 2 Finance Position Statement – Executive 6th November 2020
- Medium Term Financial Strategy update 2021-22 to 2023-24 8th Sept 2020
- Qtr 1 Finance Position Statement 2020-21 – Executive 7th July 2020
- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20th 2020.

Reserves Statement as at 30th Sept 2021

Appendix 1

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,700	0	10,700	
Total available Unallocated Corporate Reserves	10,700	0	10,700	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	1,915	-860	1,055	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	0	3,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Better Use of Budgets	5,166	-1,319	3,847	To cover deferred spend on priority work from 2020-21
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	3,635	0	3,635	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,397	0	1,397	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	15,033	-6,895	8,135	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,767	0	1,767	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	-700	0	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	309	0	309	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	-1,793	100	Reserve reduced as part of 2021-22 budget setting.
NDR Volatility Reserve	1,735	-1,735	0	Additional S31 grant to offset NDR deficit resulting from govt policy Reduced as part of 2021-22 budget setting
Council Tax Reserve	575	-575	0	To be used in 2021-22
Redundancy Provision	4,696	0	4,696	To provide for the costs of future redundancies
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	52,573	0	52,573	Reserve resulting from MRP policy change.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	723	0	723	Statutory compensation obligation for terminating tenancies
Finance Works Reserve	94	0	94	Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	1,424	941	2,365	To fund future ICT projects
Children Services Investment Fund	745	0	745	Remainder of £6.5m of one off investment approved as part of 2018-19 budget
S31 Business Rate Grants Reserve	34,995	0	34,995	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2021-22.
Covid 19 funding allocation Reserve	22,149	,	22,149	Remaining Emergency grant from Government – reflects timing issue between receipt and spend. Will be consumed in 2021-22
Indexation Pressures Reserves	136	0	136	Reserve to cover any in year costs above the 2% budgeted pay award.. Can be redirected pending 21-22 pay award.

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
CT Hardship Reserves	99	0	99	Remaining part of £5.8m grant from 2020-21
Project Feasibility Reserve	2,000	0	2,000	To fund feasibility work associated with major projects
Sub Total	161,358	-12,939	148,419	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	93	300	393	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,230	300	5,530	
D. Service Earmarked Reserves	39,564	776	40,340	See over page
E. Revenue Grant Reserves	24,199	-1,285	22,914	
F General Reserves				
General Fund	15,000	4,500	19,500	The GF balance acts as a necessary contingency against unforeseen events. The balance represents a minimum of 5% of the Council's net budget requirement in line with guidance.
Schools delegated budget	41,930	0	41,930	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
LA Education Reserve	933	0	933	
Sub Total General Fund Reserve & School balances	57,863	4,500	62,363	
G. HRA Reserves	503	-503	0	

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Grand total	299,417	-9,151	290,266	

Departmental Earmarked Reserves Statement at 30th September 2021

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	8,231	0	8,231	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	172	0	172	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Health Improvement Reserve	35	0	35	
Total Adult and Community Services	8,929	0	8,929	
Children Services				
BSF Unitary Charge	9,417	0	9,417	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	6,704	0	6,704	See above
Travel Training Unit	354	0	354	To provide travel training to Children with SEND to encourage independent travel.
Early Help Enabler Support	277	-277	0	To help support Early Help programme
Retail Academy (Skills for Employment)	197	0	197	Skills for work
SEND Inspection Resource	195	0	195	To provide resource to assist with preparation for inspection.
One Workforce Reserve	706	0	706	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	81	0	81	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	307	0	307	Training for post 16 Children through Industrial Centres of

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
				Excellence.
Sinking fund for bus replacement Reserve	125	0	125	
Training Work Programme (Skills for Work)	223	0	223	Skills for Work
Total Children	18,586	-277	18,309	
Department of Place				
Marley & other pitch and gyms	0	0	0	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	Delivery of City Centre Growth Zone
Taxi Licensing	395	0	395	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	314	0	314	Work associated with the restoration of St Georges Hall and signage at the Alhambra
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Tourism reserve	15	0	15	To develop a new model of volunteer tourism.
Culture Company	73	0	73	Help create a Culture Company
Museum Restoration	76	0	76	Fund for museum improvement
Council Housing Reserve	0	0	0	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	9	-9	0	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	536	0	536	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	202	0	202	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree &

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
PT&H - Local Plan Reserve	300	0	300	Woodland planting fund as part of Woodland Strategy. For Local Plan
City Park Sinking Fund	900	0	900	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Incentives to private landlords.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
Longfield Drive Housing Scheme(Council Housing Reserve)	0	503	503	
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	114	0	114	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	50	0	50	Contingency for temporary accommodation/B&B expenditure
Ad:venture & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	377	0	377	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	1,282	0	1,282	Approval obtained to roll over unspent monies in recognition of the need to take a strategic and planned approach to stimulating growth, delivery and spend
Housing CPNI Reserve	458	0	458	A statutory requirement that fees can only be generated and retained within the Housing

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
				enforcement function.
Well England Reserve	103	0	103	Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	700	0	700	
Department of Place	9,640	494	10,134	
Corporate Resources				
Schools Traded HR Reserves	84	-84	0	To mitigate the risk of changes in customer base.
Workforce Development	0	0	0	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	335	0	335	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	279	0	279	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	153	0	153	Balancing reserve related to Schools Broadband Contract
Payroll Reserve	100	-100	0	To mitigate any reductions in schools trading
Emergency Planning Reserve	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	484	-100	384	To help smooth effect of price spikes.
Children's E2E Programme Reserve	0	843	843	
Climate change Reserve	2	0	2	
Total Corporate Resources	2,409	559	2,968	

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Total Service Earmarked Reserves	39,564	776	40,340	

Capital Investment Plan

Appendix 2

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing														
CS0237a	Great Places to Grow Old	300	0	300	300	9	3,185	3,900	1,900	0	0	0	9,285	9,285
CS0237c	Keighley Rd Residential Care Valley View	295	0	295	53	31	0	0	0	0	295	0	0	295
CS0373	BACES DFG	419	0	419	419	116	0	0	0	0	0	0	419	419
CS0239	Community Capacity Grant	910	0	910	700	0	0	0	0	0	910	0	0	910
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	80	0	80	80	31	0	0	0	0	80	0	0	80
Total - Health and Wellbeing		2,023	0	2,023	1,571	187	3,185	3,900	1,900	0	1,304	0	9,704	11,008
Children's Services														
CS0249	Schools DRF	500	0	500	500	0	0	0	0	0	500	0	0	500
CS0287	S106 Education	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	800	0	800	800	1,761	0	0	0	0	800	0	0	800
CS0030	Capital Improvement Work	138	0	138	138	57	100	100	100	100	538	0	0	538
CS0240	Capital Maintenance Grant	4,489	0	4,489	2,959	1,165	3,070	1,000	0	0	8,559	0	0	8,559
CS0244a	Primary Schools Expansion Programme	1,220	0	1,220	1,220	298	1,234	0	0	0	2,454	0	0	2,454
CS0244b	Silsden School	4,155	2,620	6,775	6,775	3,624	465	0	0	0	7,240	0	0	7,240
CS0244c	SEN School Expansions	1,628	3,772	5,400	3,742	1,597	2,600	1,684	0	0	9,684	0	0	9,684
CS0362	Secondary School Expansion	1,000	0	1,000	833	139	3,298	2,616	0	0	6,914	0	0	6,914
CS0421	Healthy Pupil Capital Grant	43	0	43	43	-1	0	0	0	0	43	0	0	43
CS0436	Children's Homes	400	1,576	1,976	1,976	0	1,577	0	0	0	250	2,653	650	3,553
CS0488	Digital Strategy	960	0	960	960	140	0	0	0	0	0	0	960	960
CS0500	TFD	0	0	0	0	34	1,400	0	0	0	0	0	1,400	1,400
Total - Children's Services		15,333	7,968	23,301	19,946	8,815	13,744	5,400	100	100	36,982	2,653	3,010	42,645

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Housing														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	256	-223	0	0	0	0	0	0	62	62
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0308	Afford Housing Programme 15 -18	391	0	391	0	-134	0	0	0	0	391	0	0	391
CS0380	Afford Housing Programme 18-21	0	0	0	0	0	0	0	0	0	0	0	0	0
Total - Housing		453	0	453	256	-357	0	0	0	0	391	0	62	453
Place - Economy & Development Services														
CS0136	Disabled Housing Facilities Grant	5,085	0	5,085	4,500	2,143	3,234	4,392	2,028	5,753	8,294	0	12,198	20,492
CS0137	Development of Equity Loans	750	0	750	650	185	1,989	535	0	0	1,727	0	1,547	3,274
CS0144	Empty Private Sector Homes Strat	850	0	850	850	205	831	0	0	0	0	0	1,681	1,681
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	0	0	0	0	0	178	0	0	0	178	178
CS0280	Temp Housing Clergy House	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0496	Town Fund Keighley & Shipley	828	0	828	828	492	0	0	0	0	828	0	0	828
CS0084	City Park	192	0	192	192	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,393	0	1,393	0	21	0	0	0	0	0	0	1,393	1,393
CS0291	One City Park	9,533	0	9,533	4,820	857	23,500	1,800	0	0	7,500	15,133	12,200	34,833
CS0228	Canal Road	100	0	100	100	0	0	0	0	0	0	0	100	100
CS0507	Conditioning House & High Point	1,439	0	1,439	1,439	1,275	0	0	0	0	1,439	0	0	1,439
CS0241	Re-use of Frmr College Builds Kghly	355	0	355	0	0	0	0	0	0	0	0	355	355
CS0266	Superconnected Cities	829	0	829	500	0	0	0	0	0	0	0	829	829
CS0446	Staithgate La Enterprise Zone Site Investigation works	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0265	LCR Revolving Econ Invest Fund	658	0	658	0	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	43	0	43	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	21	0	21	11	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	3,794	0	3,794	3,794	1,406	11,702	3,458	525	0	3,800	5,364	10,315	19,479
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	596	20	0	1,000	0	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Services		26,466	0	26,466	17,747	6,584	42,256	10,185	2,731	5,753	24,246	20,497	42,648	87,391

CS Ref	Scheme Description	Q1	Service Changes	Revised	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget
		2021-22 Budget		Q2 2021-22 Budget										Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Planning, Transportation & Highways														
CS0131	Kghly Town Cntr Heritage Initiative	151	0	151	151	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	14	14	0	0	0	0	0	14	0	0	14
CS0285	Blight Sites	166	0	166	10	1	1,000	0	0	0	0	0	1,166	1,166
CS0071	Highways S106 Projects	493	0	493	20	9	0	0	0	0	493	0	0	493
CS0372	Countryside S106 Projects	355	0	355	0	0	0	0	0	0	355	0	0	355
CS0091	Capital Highway Maintenance	349	0	349	3,809	2,126	0	0	0	0	349	0	0	349
CS0095	Bridges	100	0	100	653	84	0	0	0	0	100	0	0	100
CS0096	Street Lighting	69	0	69	164	4	0	0	0	0	69	0	0	69
CS0099	Integrated Transport	69	0	69	0	0	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	0	0	0	10	0	0	0	0	0	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	279	0	279	20	1	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	0	0	70	43	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisitions	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	-495	0	0	0	0	0	0	0	0	0	0	0
CS0293	West Yorks & York Transport Fund	15,004	0	15,004	5,782	1,886	90,877	20,770	0	0	126,651	0	0	126,651
CS0396	WYTF Corr Imp Projects	2,287	0	2,287	426	181	5,000	3,000	0	0	10,287	0	0	10,287
CS0296	Pothole Funds	2,737	0	2,737	6,166	1,181	3,429	0	0	0	6,166	0	0	6,166
CS0306a	Strategic Transport Infrastructure Priorities	465	0	465	0	0	500	0	0	0	0	0	965	965
CS0302	Highways Prop Liab Redn Strat	47	0	47	0	0	0	0	0	0	47	0	0	47
CS0319	Challenge Fund	587	0	587	587	608	500	0	0	0	1,087	0	0	1,087
CS0323	Flood Risk Mgmt	0	0	0	120	50	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	0	106	0	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	527	0	527	0	0	0	0	0	0	527	0	0	527
CS0371	LTP IP3 One System Public Transport	0	0	0	0	-6	0	0	0	0	0	0	0	0
CS0379	NPIF UTMIC	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	17	0	17	0	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Roads	0	0	0	0	1	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage	828	0	828	90	61	790	1,000	0	0	2,445	0	173	2,618
CS0430	Hwys Maint Fund Oct18	216	0	216	216	2	0	0	0	0	216	0	0	216
CS0432	Steeton/Silsden Crossing	45	0	45	45	5	0	0	0	0	45	0	0	45
CS0423	Highways IT upgrade	50	0	50	0	0	0	0	0	0	0	50	0	50

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0433	Gain Lane / Leeds Rd Jct	29	0	29	0	0	0	0	0	0	29	0	0	29
CS0450	CILS payments	8	0	8	100	90	0	0	0	0	8	0	0	8
CS0453	IP3 Safer Roads 19-20	48	0	48	7	2	0	0	0	0	48	0	0	48
CS0454	Area Comm ITS 19-20	0	0	0	0	15	0	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	2,399	0	2,399	7,991	981	11,852	14,128	13,000	2,706	0	44,085	0	44,085
CS0455	IP4 projects	2,166	0	2,166	1,592	156	0	0	0	0	2,166	0	0	2,166
CS0456	WY Integrated UTMC Centre	106	0	106	78	15	0	0	0	0	106	0	0	106
CS0464	Ben Rhydding Railway Station Car Park	261	0	261	10	1	1,042	750	0	0	2,053	0	0	2,053
CS0467	Transforming Cities Fund (TCF)	0	0	0	8,133	984	0	0	0	0	0	0	0	0
CS0469	IP4 Safer Roads 20-21	342	0	342	231	147	0	0	0	0	342	0	0	342
CS0470	IP4 Safer Roads 21-22	0	0	0	932	79	932	0	0	0	932	0	0	932
CS0483	LTP grant 2021	40	0	40	0	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	721	0	721	721	116	1,000	0	0	0	1,721	0	0	1,721
CS0494	City Centre Bollards	125	0	125	125	35	0	0	0	0	0	0	125	125
CS0502	Corridor Improvement Prog (CIP2)	565	0	565	275	3	0	0	0	0	565	0	0	565
CS0499	Buck Mill Footbridge	-2	2	0	0	0	0	0	0	0	0	0	0	0
CS0477	CCTV Infrastructure	969	0	969	0	0	0	0	0	0	0	0	969	969
CS0512	Naturalising Bradford Beck	400	0	400	400	130	2,400	450	0	0	1,625	0	1,625	3,250
CS0513	Purchasing 185 Carlisle Road	190	0	190	190	115	0	0	0	0	0	0	190	190
CS0471	Clean Air Zone	12,842	0	12,842	12,842	1,327	20,000	0	0	0	32,842	0	0	32,842
Total Place - Planning, Transportation & Highways		46,841	-493	46,348	51,980	10,435	139,322	40,098	13,000	2,706	192,020	44,135	5,319	241,474
Dept of Place - Waste, Fleet & Transport														
CS0060	Replacement of Vehicles	3,000	0	3,000	3,000	119	3,000	0	0	0	0	6,000	0	6,000
CS0517	Electric vehicles	0	451	451	451	0	39	308	65	18	0	0	881	881
CS0435	Sugden End Landfill Site	85	0	85	85	16	0	0	0	0	0	0	85	85
CS0415	Shearbridge Depot Security	89	0	89	89	17	0	0	0	0	0	0	89	89
CS0359	Community Resilience Grant	8	0	8	0	0	0	0	0	0	8	0	0	8
CS0497	Climate Change Initiatives – Vehicles	25	0	25	25	40	0	0	0	0	25	0	0	25
CS0503	Environmental Delivery Works	123	0	123	60	19	125	0	0	0	0	0	248	248
CS0516	Wash Bay Ramps	0	33	33	33	33	0	0	0	0	0	0	33	33

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Place - Waste, Fleet & Transport		3,330	484	3,814	3,743	243	3,164	308	65	18	33	6,000	1,336	7,369

Dept of Place - Neighbourhoods & Customer Services														
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	0	35	35
CS0466	Parks Depots	24	0	24	0	30	0	0	0	0	0	0	24	24
CS0378	Customer Services Strategy	146	0	146	0	0	0	0	0	0	0	0	146	146
CS0506	Ilkley Parking	75	0	75	75	32	0	0	0	0	0	75	0	75
CS0510	Ilkley Footbridge	50	0	50	50	8	0	0	0	0	0	0	50	50
Total Place - Neighbourhoods & Customer Services		330	0	330	160	71	0	0	0	0	0	75	255	330

Dept of Place - Sports & Culture														
CS0151	Building Safer Communities	26	0	26	0	0	0	0	0	0	26	0	0	26
CS0328	Cliffe Castle Various	15	-15	0	0	0	0	0	0	0	0	0	0	0
CS0340	St George's Hall	0	0	0	0	3	0	0	0	0	0	0	0	0
CS0487	Alhambra Theatre Lift	2	0	2	0	-1	0	0	0	0	0	0	2	2
CS0129	Scholemoor Project	0	0	0	18	18	0	18	0	0	0	0	18	18
CS0162	Capital Projects - Recreation	862	-2	860	460	363	0	0	0	0	785	0	75	860
CS0229	Cliffe Castle Restoration	85	0	85	8	2	0	0	0	0	85	0	0	85
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0004	S106 Recreation	10	0	10	10	0	0	0	0	0	10	0	0	10
CS0501	Parks Development Fund	500	0	500	500	0	0	0	0	0	500	0	0	500
CS0367	King George V Playing Fields	0	0	0	0	0	0	1,020	0	0	700	0	320	1,020
CS0504	Cricket Nets	190	0	190	190	0	0	0	0	0	190	0	0	190
CS0404	Sports Pitches	1,210	-181	1,029	1,029	122	0	0	0	0	749	0	280	1,029
CS0489	Playable Spaces incl Lister Park	620	0	620	620	588	0	0	0	0	0	0	620	620
CS0403	Bereavement Strategy	7,916	0	7,916	7,916	756	8,350	3,690	329	0	0	7,000	13,285	20,285
CS0277	Wyke Community Sport Hub	4,294	0	4,294	3,994	2,205	2,147	0	0	0	2,474	0	3,967	6,441
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	147	150	297	307	43	0	0	0	0	297	0	0	297
CS0459	Ilkley Lido Tank	369	0	369	0	290	0	0	0	0	0	0	369	369

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0461	Shipleigh Gym extension & equipment	71	0	71	0	0	0	0	0	0	0	0	71	71
CS0458	Doe Park Drainage	40	0	40	40	1	0	0	0	0	0	0	40	40
CS0468	Bowling Pool extension	20	0	20	0	7	0	0	0	0	0	0	20	20
CS0356	Sedbergh SFIP	427	0	427	427	216	0	0	0	0	0	0	427	427
CS0354	Squire Lane Sports Facility	0	0	0	0	0	2,300	5,400	0	1,700	0	0	9,400	9,400
CS0482	Marley Replacement Pitch	15	0	15	15	0	0	0	0	0	15	0	0	15
CS0498	Libraries IT Infrastructure	198	0	198	100	3	0	0	0	0	0	60	139	198
CS0509	Libraries (Equipment/Shelving)	200	0	200	150	0	0	0	0	0	200	0	0	200
Total Place - Sports & Culture		17,262	-48	17,214	15,784	4,616	12,797	10,128	329	1,700	6,238	7,060	28,870	42,168

Corp Resources - Estates & Property Services														
CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0094	Museum Store	0	0	0	0	0	500	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	189	0	189	189	0	0	0	0	0	0	0	189	189
CS0443	Property Programme 19-20	143	0	143	143	37	0	0	0	0	0	0	143	143
CS0475	Property Programme 20-21	962	0	962	962	441	0	0	0	0	0	0	962	962
CS0511	Property Programme 21-22	2,242	0	2,242	1,400	41	0	0	0	0	0	0	2,242	2,242
CS0460	Mitre Court CPU Property & Equip	1,665	0	1,665	1,665	338	0	0	0	0	250	0	1,415	1,665
CS0230	Beechgrove Allotments	0	0	0	0	0	148	0	0	0	148	0	0	148
CS0408	Top of Town - purchase 21 St Johns St	325	0	325	280	3	0	0	0	0	0	0	325	325
CS0050	Carbon Management	582	0	582	582	7	0	0	0	0	0	0	582	582
CS0420	Electric vehicle charging Infr (Taxi Scheme)	379	0	379	265	125	0	0	0	0	379	0	0	379
CS0495	Bradford LAD1 Scheme	421	0	421	421	0	600	400	0	0	1,421	0	0	1,421
CS2000	DDA	62	0	62	30	0	59	50	0	0	0	0	171	171
CS0381	Godwin St	570	0	570	0	2,913	0	0	0	0	570	0	0	570
CS0409	Coroner's Court and Accommodation	2,930	0	2,930	2,240	770	500	0	0	0	0	0	3,430	3,430
CS0457	Simpson Green - roof	13	0	13	13	0	0	0	0	0	0	0	13	13
CS0485	Advanced Fuel Centre & Vehicles	916	0	916	5	5	2,298	896	1,000	920	64	5,466	500	6,030
CS0445	Core IT Infrastructure	2,262	-506	1,756	1,756	1,700	497	0	0	0	0	0	2,253	2,253
CS0505	ISG new Equipment	15	0	15	15	0	0	0	0	0	0	0	15	15
CS0515	IT – End to End	330	0	330	330	0	0	0	0	0	0	0	330	330

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0514	Birksland - Mail & Print Machine	0	72	72	72	0	0	0	0	0	0	0	72	72
Total Corp Resources – Estates & Property Services		14,006	-506	13,572	10,368	6,379	4,602	1,346	1,000	920	2,832	5,466	13,142	21,440
Reserve Schemes & Contingencies														
CS0395z	General Contingency	878	-228	650	22	0	1,000	1,000	0	0	0	0	2,650	2,650
CS0514z	Birksland - Mail & Print Machine	72	-72	0	0	0	0	0	0	0	0	0	0	0
	Parry Lane	0	127	127	127	0	0	0	0	0	0	0	127	127
	Changing Places Toilets	0	80	80	80	0	0	0	0	0	0	0	80	80
	Buttershaw Youth Centre	0	21	21	21	0	0	0	0	0	0	0	21	21
CS0397z	Property Programme	0	0	0	0	0	2,000	2,000	0	0	0	0	4,000	4,000
CS0399z	Strategic Acquisition	0	0	0	0	0	10,000	10,000	10,000	13,460	0	43,460	0	43,460
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	9,500	4,000	4,500	0	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	0	3,000	0	0	0	0	0	3,000	3,000
2018-19 Schemes														
CS0404z	Sports Pitches	0	-117	-117	0	0	403	4,248	4,250	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	0	0	0	0	0	2,985	2,750	0	0	1,385	0	4,350	5,735
CS0405z	City Hall / RFL	500	0	500	0	0	5,000	3,000	3,500	0	2,000	5,000	5,000	12,000
CS0407z	Affordable Housing	0	0	0	0	0	8,000	10,724	8,000	2,500	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	0	0	2,675	0	0	0	0	0	2,675	2,675
CS0381z	Godwin St (fmr Odeon)	1,500	0	1,500	0	0	5,000	3,000	2,000	0	0	11,500	0	11,500
2020-21 Schemes														
CS0060z	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000
CS0060zb	Electric vehicles/ New street cleansing	1,304	-881	423	0	0	500	0	0	0	0	923	0	923
CS0472z	District Heating	250	0	250	0	0	4,752	6,702	2,611	0	6,459	2,871	4,985	14,315
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	3,500	1,500	0	0	2,000	3,000	0	5,000
CS0476z	Additional Building controls	750	0	750	0	0	500	500	750	0	0	0	2,500	2,500
CS0474z	Transforming cities fund	0	0	0	0	0	30,750	35,250	0	0	66,000	0	0	66,000
CS0480z	Flood Alleviation	200	0	200	0	0	0	0	0	0	200	0	0	200
CS0481z	City Centre Regeneration Fund	0	0	0	0	0	9,500	0	0	0	0	9,500	0	9,500
CS0445z	Core IT Infrastructure 20-21	506	0	506	506	0	0	0	0	0	0	0	506	506
CS0484z	New Reserve	0	0	0	0	0	2,000	0	0	0	0	0	2,000	2,000
2021-22 Schemes														

CS Ref	Scheme Description	Q1 2021-22 Budget	Service Changes	Revised Q2 2021-22 Budget	Forecast	Spend 30 Sept	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0237z	Great Places to Grow Old - Saltaire	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0060z	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0397x	Property Programme	0	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0395x	General Contingency	0	0	0	0	0	0	0	1,000	0	0	0	1,000	1,000
CS0373z	BACES	300	0	300	0	0	750	750	750	750	0	0	3,300	3,300
CS0488z	Lap tops for Children	0	0	0	0	0	1,100	1,100	0	0	0	0	2,200	2,200
CS0244z	SEND	500	0	500	0	0	2,000	3,000	500	0	0	0	6,000	6,000
CS0482z	Marley Playing Field	200	0	200	0	0	300	0	0	0	0	0	500	500
CS0445x	IT	0	0	0	0	0	1,220	0	0	0	0	0	1,220	1,220
Total - Reserve Schemes & Contingencies		6,960	-1,070	5,890	756	0	106,885	92,524	42,861	16,710	94,857	115,048	54,965	264,870
TOTAL - All Services		133,004	6,407	139,411	121,326	36,974	325,955	163,889	61,986	27,907	358,904	200,934	159,311	719,148

Bradford Council Strategic Risk Register

October 12th 2021

Code & Title		SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description		Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
					Likelihood	Impact
Type of Risk	District	Yes		Category	High	Critical
	Strategic	Yes		Risk Score	3	3
	Operational	Yes		Total Score	9	
Potential Effect of Risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems</p>					
Internal Controls	<p>All services have in place business continuity plans which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council's services will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for Covid-19. These plans will change as lateral flow testing and vaccination programmes are in place as appropriate Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004 which are: to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water. The. The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. Bradford led on a West Yorkshire Covid-19 table top exercise July 2020 and will participate in a West Yorkshire Multi-Agency Exercise relating to Cyber and Business Continuity at the end of Sept 2021 The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation. There is a Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City</p>					

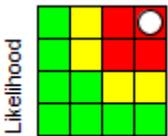
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	Centre should there be an incident affecting these.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team
Date Reviewed	12 th October 2021
Actions / Controls under development	There is a revised format for BCM Planning throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the applicable debriefs that take place. Responses and controls to lower the impact of Covid19 will include but not be limited to; staff working from home wherever possible/practical, additional vehicle resources and staff redeployments around the essential services, vehicle sanitisation and Covid secure offices etc. The Emergency Management Team along with IT will review both Disaster Recovery and Business Continuity in October 2021
Managed By	Susan Spink
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 02 HSG Inadequate Housing Supply			Current Risk Matrix
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions will affect the council's direct delivery programme. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding. The impact of Covid 19 on housing supply and demand is to be determined.			
			Likelihood	Impact
Type of Risk	District	Yes	Category	Medium
	Strategic	Yes	Risk Score	2
	Operational	Yes	Total Score	6
Potential Effect of Risk	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p> <p>Negative impact on regeneration priorities and neighbourhoods.</p> <p>Negative impact and wasted resources associated with a large number of empty homes.</p> <p>Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community</p> <p>Negative impact on education priorities as inadequate housing affects children's educational attainment.</p> <p>Net additional homes (CIS_05 (NI 154))</p> <p>Number of affordable homes delivered (NI 155)</p> <p>Negative impact on homelessness and greater use of temporary accommodation</p>			
Internal Controls	'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a			

	<p>robust evidence base.</p> <p>Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</p> <p>Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</p> <p>In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all."</p> <p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions.</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans. An updated Strategic Land Assessment (SLA) has been published (February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs including determining whether there is a 5 year supply of deliverable housing land (as required by Government).The Brownfield Register of land available for housing was updated and published in Dec 2020. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published a updated Housing Delivery Test Action Plan (HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.</p> <p>The SHMA was updated in 2019</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</p>
<p>Assurance Mechanisms</p>	<p>An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019.</p>

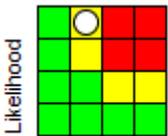
Date Reviewed	12 th Oct 2021
Actions / Controls under development	<p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation which proposes to further reduce the minimum annual housing need for the District. The final revised standard method will be issued by Government early next year.</p> <p>Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA became operational on 1.4.2020 and the scale and scope of the future delivery programme will be developed once the financial modelling for the HRA is complete and signed off by the Auditors. The HRA business plan is outstanding and we cannot plan a delivery programme until Housing has a clear understanding of the financial position.</p>
Managed By	Angela Blake
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 03 DEG Delivering Economic Growth			Current Risk Matrix	
Description	Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment. COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures.			 Likelihood Impact	
			Likelihood	Impact	
Type of Risk	District	Yes	Category	Very high	Catastrophic
	Strategic	Yes	Risk Score	4	4
	Operational	Yes	Total Score	16	
Potential Effect of Risk	<p>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>Inability to raise funds for projects and regeneration projects not completed</p> <p>Potential damage to the Council's reputation and the Economic Partnership</p> <p>Not able to meet member, government and the public's expectations</p> <p>Deteriorating physical and infrastructure assets</p> <p>Young people are not equipped to achieve their potential within the district</p> <p>Business failure rate increases and unemployment increases due to the impact of Covid-19</p> <p>Long term cost implications of dealing with social issues linked to economic deprivation</p> <p>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</p>				
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p> <p>Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p> <p>Bradford Economic Recovery Board chaired by Prof Zahir Irani established in September 2020 to develop detailed Recovery Plan. The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the</p>				

	need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. ShIPLEY and Keighley Towns Fund Boards established and developing Town Investment Plans for submission to Government in January 2021.
Assurance Mechanisms	Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England, West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework COVID-19 response reports into Gold / Silver / Bronze command structure
Date Reviewed	12th Oct 2021
Actions / Controls under development	Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. Submission of the Keighley and ShIPLEY Town Investment Plans in January 2021. Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer Economic Development - service reshaping and restructure; recruitment to vacant positions ESIF Programme engagement Maximising opportunities to attract Government funding to support for urban centre regeneration Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for ShIPLEY and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone. Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021. Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.
Managed By	Angela Blake
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 04 SCC Safer Cohesive Community			Current Risk Matrix	
Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens and community groups Communities continue to believe that some sections are treated differently than others Disproportionate adverse impact on the district's most vulnerable communities</p>				
Internal Controls	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Regular meetings take place to consider possible impacts of Britain's exit from the European Union and plan responsive actions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report. Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.</p>				
Assurance Mechanisms	<p>Ward Assessments provide an annual assessment of community tensions based on above. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed. A range of measures have been put in place to support communities and vulnerable people through the COVID 19 restrictions. These are coordinated through a district hub and reported through an Outbreak Board and the Health & Social Care Scrutiny Committee. An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Wellbeing Board and the Council's Corporate Overview &</p>				

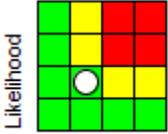
	Scrutiny Committee.
Date Reviewed	10 th October 2021
Actions / Controls under development	<p>The Council is increasing its engagement resources to respond to the national and local restrictions relating to the COVID 19 pandemic. Resources are being centrally administered through a district 'Hub'. These include additional Council Wardens, COVID Support Workers and COVID 19 Youth Ambassadors. The voluntary sector is actively involved in the districts response.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed Police incidents which may have an impact on tension are shared with relevant partners.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives'.</p> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p> <p>Contracts with key VCS organisations have been extended during the coronavirus pandemic to provide some financial assurance, allowing key voluntary sector partners to play a full and active role in responding to emerging community tension issues.</p>
Managed By	Ian Day
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 05 BRX Brexit Resilience & Opportunities			Current Risk Matrix	
Description	The impact of Brexit now takes place in the context of the pandemic so risks intertwine.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Very high	Significant
	Strategic	Yes	Risk Score	4	2
	Operational	Yes	Total Score	8	
Potential Effect of Risk	<p>The impact of Brexit is still unfolding. Particular risks remain:</p> <ul style="list-style-type: none"> -Impact on the UK Economy and local economy reduces economic growth and prosperity across the District. - EU citizens who live and work in Bradford fail to secure settled status and retain their rights, and that 14,000 with pre settled status fail to secure settled status over the next 3-5 years. This could affect labour supply and result in additional demand on Council services. - LA has a legal responsibility to ensure eligible children in care apply for EUSS. - Continuity of provision of key services and utilities needs to be monitored to assess impact of ongoing legal, regulatory and customs and tariff changes – - Need to monitor ongoing preparedness across business, public services and VCS/community sectors, particularly as the impact of Brexit and Covid are now intertwined -Ensuring our most vulnerable groups and communities are protected from the combined impact of Brexit and Covid; for example, in terms of cost of living impacts on our poorest communities. 				
Internal Controls	<p>Risk management has been integrated into standard risk planning within Directorates rather than have a separate Brexit risk management process. Planning for any Brexit should now be part of standard risk planning across Directorates and services</p> <p>Additionally we have 3 groups which can be operationalised as and when required to review and report on emerging risks. These groups focus on:</p> <ul style="list-style-type: none"> -Communities and vulnerable groups: ensuring EU residents are aware of impact of changes and supported in securing EUSS – there is a particular focus on vulnerable groups, supporting applications of LAC, monitoring impact on food and fuel poor and on general community cohesion. Home Office funding for maintaining our EUSS support, delivered via a consortia of VCS organisations working in cooperation with the Council, has been secured from the Home Office until March 2022. -Maintaining essential services: ensuring Council and other services and utilities have secure supply chains, workforces and made adjustments to legal and regulatory changes coming and have protected data access; -Businesses and workforce; ensuring businesses are aware of, understand and are motivated to act to prepare for Brexit; -Keeping people informed: promoting awareness across business, VCS and public services sectors and among residents of Bradford on impact of changes and providing advice, guidance and signposting to support preparations 				
Assurance Mechanisms	We provide reporting to the Council Management Team as and when required.				
Date Reviewed	12th Oct 2021				
Actions / Controls	CMT has developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with Brexit. This approach is subject				

under development	to on-going review and updating.
Managed By	Joanne Hyde
Administered By	Kevin Brain; Simon O'Hare; Phil Witcherley

Code & Title	SR 06 ENV Environment and Sustainability			Current Risk Matrix	
Description	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place Damage to Council's credibility as leader if district-wide targets not met. Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability Need to re-prioritise and reallocate resources. Reduced ability to promote external investment. Amount of energy costs as gross figure and relative to the size of Council's estate/ activities Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year) Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area. Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall. Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought Actions identified in corporate energy cost reduction plan not delivered Funding for renewable energy and energy efficiency projects not available Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available Wider stakeholder community under resourced to deliver on action commitments Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction Changing legislation, political priorities, targets Global insecurity causing major fluctuations in energy costs</p>				
Internal Controls	<p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets. Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p>				

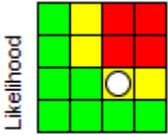
	Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption. Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.
Assurance Mechanisms	Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year
Date Reviewed	12th Oct 2021
Actions / Controls under development	Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments. Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction. Development of logic model to prioritise interventions and investments. Internal Audit Review being completed. Refocus on the 2038 Carbon Target to be undertaken.
Managed By	Jason Longhurst
Administered By	Gina Glot; Rachel Ward

Code & Title	SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix
Description	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to Central Government funding continuing to reduce in the Medium Term, or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the ongoing impact of Covid, the uncertainty of future funding, and potential return to some austerity measures post Covid The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>			 <p>Likelihood</p> <p>Impact</p>
			Likelihood	Impact
Type of Risk	District	No	Category	Medium
	Strategic	Yes	Risk Score	2
	Operational	Yes	Total Score	4
Potential Effect of Risk	<p>Services run the risk of failing to deliver statutory / minimum standards Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p>			
Internal Controls	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated. Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20 Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases. Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance</p>			

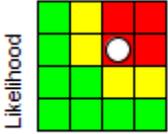
	lobbying for funding Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code
Assurance Mechanisms	External Audit inspection of accounts and opinion Internal audit review of internal control mechanisms
Date Reviewed	11 th Oct 2021
Actions / Controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs Increased monitoring of high-risk budgets, including review and monitoring of recovery action Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making Implement Finance for Non-Finance Managers training Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2020 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience
Managed By	Chris Chapman
Administered By	Mark St Romaine

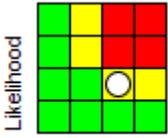
Code & Title	SR 08 INS Information Security			Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols			
			Likelihood	Impact
Type of Risk	District	No	Category	Medium
	Strategic	Yes	Risk Score	2
	Operational	Yes	Total Score	4
Potential Effect of Risk	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty Penalty arising from reference of data security breach to Information Commissioner.			

	<p>Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>
Internal Controls	<p>Designated SIRO (senior information risk owner) –Director of Finance & IT Assistant Directors/Directors assigned as Information Asset Owners. Cross departmental Information Assurance Group established and regular meetings scheduled Regular DPO / SIRO meetings scheduled to focus priorities Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors / Directors in meeting their IAO responsibilities. Regular reporting on performance information Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents IT Security Policies, guidance and procedures actively maintained and reviewed annually. Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018 Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place. Penetration Testing on any new system as part of the project implementation phase 24/7 Monitoring of traffic leaving and entering the Bradford Network. Required encryption in place. Mandatory training for all staff on Protecting Information Monitoring of participation taking place. Regular Information Governance reporting to CMT and Governance & Audit Committee The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30</p>
Assurance Mechanisms	<p>Regular Information Governance reporting to CMT and Governance & Audit Committee Engagement with Information Commissioners Officer with prompt reporting and liaison introduced Use of ICO helpline to assure processes and procedures</p>
Date Reviewed	12 th Oct 21
Actions / Controls under development	<p>Updated mandatory elearning for all Council staff being developed and a new tracking process to ensure compliance Council wide. Restructure of Childrens will introduce IG team to focus on specific CS issues Information Governance SharePoint site now developed as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions. Part of two national Security initiatives one lead by NCC and one LGA.</p>
Managed By	Chris Chapman
Administered By	Tracey Banfield / Dominic Barnes Browne

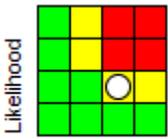
Code & Title	SR 12 ADC Adults Demographic Change			Current Risk Matrix	
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties. Lengthening waiting lists for assessments and provision of care. Increases in numbers requiring care. Recruitment delays to bring in social workers and care workers. CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</p>				
Internal Controls	<p>Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention. All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response. DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism & Neuro Diversity, Continuous Health Care. The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include: <i>Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</i> <i>H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity.</i> <i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></p>				

	<p><i>Reviewed continuous improvement plans to embed the Departmental Performance Management Framework covering both performance, finance and practice. These plans will provide team managers with support to embed the consistent use of performance and finance monitoring and review across all areas within the department linking these to Council, service and team plans.</i></p> <p>The transformation and change plans have been cascaded through the department services/teams as part of a new refreshed comms and engagement strategy – this will ensure that all staff are clear on the pressures, goals and objectives for the department and their specific role in delivering these. They will also be reflected in our service plans and inform team and individual goals.</p> <p>Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services.</p> <p>A detailed learning and skills gap analysis has been undertaken, which has been used to develop a learning and development improvement plan for the next two financial years. The plan includes areas of development that will strengthen social work/care professional practice, management and programme skills and performance and Financial Management skills for individuals and managers.</p> <p>As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</p>
Assurance Mechanisms	<p>At FQP meetings a Performance and Finance report is presented which summarises progress to date. The meeting attendees include reps from Corporate Finance Team and HR. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Progress against Transformation work streams is reviewed at the monthly Transformation DMT which is attended by Corporate BHBL Programme Leads. Progress updates are also provided to the Corporate Programme Steering Group.</p> <p>Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.</p>
Date Reviewed	12 th October 21
Actions / Controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.</p> <p>Review of population health management approach across the Health and Social Care System, which look at how data is currently being used to help design a system that allows us to proactively improve our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business.</p> <p>Review of our continuous improvement and quality assurance frameworks to ensure that the department is prepared for the proposed changes outlined in the Government White paper, specifically around a new duty for the Care Quality Commission (CQC) to assess how local authorities are meeting their adult social care duties, and a new power for the Secretary of State to intervene where CQC considers a local authority to be failing to meet these duties.</p> <p>We are reviewing our workforce recruitment and retention approach to develop a programme of activity that ensures we can address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the “One Workforce” Programme and Bradford Teaching partnership.</p> <p>DMT have developed a draft CQC plan which sets out the key measures we will be putting in place to enhance and improve business processes, strategies and functions over the next 12 months in preparation for the assurance review. We are currently out to recruit additional staff to support the improvement activity. In addition to this, DMT is working with Corporate Finance and Council Leadership to review the Adult Social Care Saving targets. This work has examined our current funding levels for different cohorts, while also benchmarking our position with statistical neighbours.</p>
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title	SR 19 Shortage of staff within the external care market			Current Risk Matrix	
Description	Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Inability to secure care and support from external providers will lead to:</p> <p>Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home</p> <p>Delays from hospitals, creating additional pressure within the hospital – bed blockages</p> <p>Increase in waiting lists for support</p> <p>Safeguarding risks arising from care needs not being met</p> <p>LA not being able to meet its statutory duties leading to CQC challenge and potential judicial review – leading to potential financial penalties and reputational both financial and reputational damage.</p>				
Internal Controls	<p>Health and Social Care system has agreed One Workforce Programme to implement a consistent staff development programme across Bradford establishing links with local Colleges, University of Bradford, Independent providers and public sector organisations.</p> <p>One workforce website launched which acts a repository of training and other support measures to help providers recruit and retain staff.</p> <p>Working with the University of Bradford to ensure that Social Work and Occupational Therapy courses are aligned to the approach undertaken by Bradford Council, while also ensuring robust support measures are in place for new qualified staff.</p> <p>Using Skills House to support and coordinate recruitment for Health and Social Care System</p> <p>Coordinated approach to pool resources from students and potential individuals who have been laid off together with potential workers from sectors impacted by redundancies due to the end of the furlough scheme.</p> <p>Working with Skills for Care for care to develop and roll out training for new workers.</p>				
Assurance Mechanisms	CQC Inspections				
Date Reviewed	12 th Oct 2021				
Actions / Controls under development	Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings				
Managed By	Jane Wood				
Administered By	Imran Rathore				

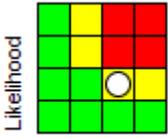
Code & Title	SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix	
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district's ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic. Funding bodies releasing new contracts in isolation. Underspend of current funding. Education capital developments not aligned with employer need.</p>				
Internal Controls	<p>ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019, with further funding secured for unemployed adults in partnership with Leeds Council to run until September 2022. Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district, and Maximus have commenced the regional restart contract. Partnership meetings continue to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition. SfW continues to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Adult, Family and Community Learning. Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. The Future Boost has launched to enable young people to access the full breadth of the support and developmental offer. This includes funding allocated by the Executive to support Youth and outreach work, sport and leisure activity, work experience for NEET young people and to enhance the IAG and transition support including a focus on transition support for young people with SEN. SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. Kickstart has been extended by the Government to March 2022.</p>				
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.				
Date Reviewed	08-Oct-2021				
Actions / Controls under development	Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund. Officers are working to inform future policy, principles and processes through DoDs Review of the AEB implementation.				

	<p>Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to establish an employment and skills network to both identify and promote good practice and engage with the national policy debate.</p> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 and supported the opening of the two new post-16 free schools which will have their first cohort of A Level completers this Summer. We continue to develop options for A Level provision in the North of the District where Keighley College is developing an academic offer to complement existing provision.</p> <p>The LA is working through differing partnerships in the implementation of Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p> <p>The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one;</p> <p>The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</p> <p>Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p> <p>Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.</p> <p>Build a careers and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p> <p>Initiation of the Academy within the Health and Social Care Economic Partnership's One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. The partnership has launched a new website to underpin this activity.</p> <p>As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</p> <p>Upscaling the SkillsHouse partnership approach to both lead recovery from the Covid 19 pandemic but also work to address the underlying employment and skills issues in the District supporting local people to upskill and secure work and businesses to hire locally.</p>
Managed By	Jason Longhurst
Administered By	Gina Glot; Rachel Ward

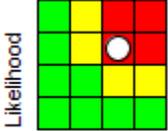
Code & Title	SR 14 SND SEND Services			Current Risk Matrix	
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice			 <p>Likelihood</p> <p>Impact</p>	
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	

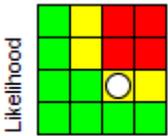
Potential Effect of Risk	<p>Services are not compliant with Short Breaks and Annual Review legislative requirements leading to a risk of Judicial Reviews</p> <p>The CYPs SEND needs may not be effectively met</p> <p>The Local Authority may not meet its statutory obligations</p> <p>Negative impact on Local Authority's reputation with CYP/parents & schools</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>
Internal Controls	<p>SEND Services have been operational throughout the Covid-19 period. Weekly SEND Partnership meetings have taken place between key partners: LA, CCG and Parents Forum to ensure that priority work has progressed in relation to the SEND Reforms. SEND Workstreams and SEND Strategic Partnership Board have been operating virtually from August 2020. Monthly SEND Inspection preparation meetings with Health colleagues are continuing to address any barriers to progress.</p> <p>Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email and WhatsApp contacts and weekly Local Offer communications. Face to face listening events have been disrupted by the COVID-19 pandemic, these are now held virtually. Individual Focus Groups are being held with parent/carer groups to feedback on specific topics such as SEND Outcomes, Local Offer, PFA audit and Short Breaks.</p> <p>EHC compliance has seen an increasing trend since March 2020 and is currently 82% (year to date), which is above the national and regional average. An increasing number of plans are being quality assured via a multi-agency QA group. A Quality Assurance framework is under development</p> <p>The SEND Assessment Team has prioritised its focus of Annual Reviews on CYP in transition years. There is the need for significant improvement regarding the timeliness of responses to Annual Reviews and the quality of EHCPs. An Annual Review Recovery Plan has been developed with the aim of ensuring that the decisions and amendments are made within the statutory time limits.</p> <p>Development work on the Local Offer content and accessibility has taken place throughout the Covid-19 period in partnership with parents/carers and Health colleagues. The Local Offer website is well used, the number of website users and page views shows an upward trend each year. The latest Local Offer Annual Report can be found on the Local Offer. In December 2020, a successful peer review was undertaken and the findings have been published on the Local Offer.</p> <p>The Local Area SEF has been reviewed and revised, taking on board regional good practice and learning from previous inspections. Data from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board.</p> <p>A Local area improvement plan has been developed with key partners based on the SEF and workstream action plans have being aligned.</p> <p>The Council for Disabled Children (CDC) supported the Local Area to expedite progress on Joint Commissioning and Coproduction, which has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people's (CYP) outcomes framework. Further consultation with CYP and parents/carers was approved by the DfE and this work is to help Bradford embed the children and young people's outcomes framework.</p> <p>The LA has worked with the Yorkshire and Humber PFA (Preparation for Adulthood lead) from August 2020 and an audit of PFA work has been undertaken. The good practice identified, has informed the Improvement Plan. Capacity for Supported Internships has been increased through partnership working with MENCAP, in January 2021, Bradford ranked the 9th highest proportionally against all other local authorities Supported Intern numbers.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme has continued to develop and has been recognised by the DfE and CDC as good practice. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Ongoing work on the quality of data within the Capita System is supporting more accurate and wider reporting capability. The Capita Portal has been purchased to enhance the work of the SEN Assessment Team and to replace an unsupported Access database.</p> <p>The SEND Transformation and Compliance Manager and Strategic Manager Integrated Assessment & Psychology attend monthly Regional SEND meetings with</p>

	<p>regional LAs, DfE and NHSE where good practice is shared.</p> <p>A new Joint Commissioning Strategy 2020-2023 has been coproduced with partners, including parents, carers and CYP, taking on board recommendations from the CDC work.</p> <p>The SEND Data Dashboard which collates SEND data from all services into a central programme is in place and improves the quality of SEND reporting.</p> <p>The SEND Portal was successfully launched on the 14.09.2012 and school and professional are able to use this to request EHC needs assessment. The SEND Portal will be further developed to enable school to upload annual review paperwork</p>
Assurance Mechanisms	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams. Quarterly progress review meetings are held with the DfE and NHSE.
Date Reviewed	07-October-2021
Actions / Controls under development	<p>Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</p> <p>Development of a Health Data Dashboard to feed into LA dashboard.</p> <p>Coproduction and engagement plan across the Local Area.</p> <p>Joint Commissioning Strategy 2020.</p> <p>Continue to develop the multi-agency quality assurance work</p>
Managed By	Marium Haque
Administered By	Caroline Levene

Code & Title	SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix	
Description	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk				
				Likelihood	Impact
Type of Risk	District	No		Category	Medium
	Strategic	Yes		Risk Score	2
	Operational	Yes		Total Score	6
Potential Effect of Risk	Poor reputation Intervention by DfE of local authority services Financial				
Internal Controls	Children's Services Improvement Board chaired by Stuart Smith appointed by the DfE continued to operate during the pandemic to scrutinise the improvement work. There is continued progress being made evidenced through the improvement plan and vital signs reports. Children's Social Care continued to deliver their core business with contingency planning in place during the Covid 19 restrictions and national lockdown situation. The Children's Social Care leadership and management structure continues to embed a high focus on compliance and quality of practice. Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted reported that 'Senior managers have implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators' Self-evaluation tools for front line services reflect current status of practice which is driving improvement, this is alongside the improvement being made through the key projects. All of this work is within the refreshed Children's Improvement Plan which shows increased pace in the work required. Children's Services have recently had a Monitoring Visit by Ofsted on the 7 th and 8 th September 2021. The letter is due to be published at the end of October 2021. Steps have been put in place to speed up the pace of improvement including a recruitment drive for more social workers, better and more focused training, and a revised outcomes improvement plan that focuses on key outcomes to be delivered in the next 3-6 months.				
Assurance Mechanisms	Future Ofsted Inspections				
Date Reviewed	11-Oct-2021				
Actions / Controls under development	Plan Inspection Timetable				
Managed By	Marium Haque				
Administered By	Caroline Levene				
Code & Title	SR 16 EAT Educational Attainment				Current Risk

					Matrix
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people.				
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.				
Date Reviewed	June 2021				
Actions / Controls under development	Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools Improved targeting of DfE Targeted School Improvement grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment.				
Managed By	Sue Lowndes				
Administered By	Caroline Levene				
Code & Title	SR 17 CSI Children Safeguarding Incident				Current Risk Matrix

Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.			
			Likelihood	Impact
Type of Risk	District	No	Category	High
	Strategic	Yes	Risk Score	3
	Operational	Yes	Total Score	9
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation			
Internal Controls	Revised Outcomes Improvement Action Plan has a focus on the quality of Social Care practice. Monthly audits take place including themed audits and shared with senior leaders. Heads of Service and Service Managers are clear about the protocols of escalating significant incidents. New proforma for Serious Incident Notifications is in place requiring Heads of Service and Deputy Director oversight. Additional permanent Practice Supervisor roles have been created in all case-holding teams to support the manager in the coaching and mentoring of staff, quality assurance etc. Additional unqualified staff and BSOs have been appointed in order to free up social workers.			
Assurance Mechanisms	The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.			
Date Reviewed	8 October 2021			
Actions / Controls under development	A CSE Action Plan is being shared with partners. Our Outcomes Improvement Action Plan is being shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes.			
Managed By	Marium Haque			
Administered By	Caroline Levene			
Code & Title	SR19 Elective Home Education			Current Risk Matrix

Description	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have returned to school rolls, other pupils have been removed from school rolls so the number consistently remains above 750.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	No	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September have previous children's social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision.				
Internal Controls	Funding has been secured for a temporary 12 month increase in staffing from June 2021, with two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. There are still at least 3 Education Safeguarding Officers who are spending potentially half of their time on EHE cases. Where there are other services involved, eg SEN or Social Worker, then the team work closely to understand the home education and act it appears a child is not receiving suitable home education.				
Assurance Mechanisms	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children's Social Care for neglect of education.				
Date Reviewed	11 th October 2021				
Actions / Controls under development	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated.				
Managed By	Sue Lowndes				
Administered By	Kate Hopton				

Code & Title	SR 18 COV Covid Multiple Outbreaks			Current Risk Matrix	
Description	COVID-19 infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Very high	Catastrophic
	Strategic	Yes	Risk Score	4	4
	Operational	Yes	Total Score	16	
Potential Effect of Risk	<p>Increased number of fatalities</p> <p>Further pressure on local hospitals</p> <p>Slower economic recovery</p> <p>Breakdown in community cohesion</p>				
Internal Controls	<p>COVID-19 Outbreak Control Plan written, exercised and published online. The plan includes Joint Working Agreements for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board.</p> <p>Robust testing, tracing and support to self-isolate processes including local contact tracing service.</p> <p>Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.</p> <p>Support in place for people who need to shield/ self-isolate.</p> <p>System plan that enable us to manage supply of social care support in line with the social care action plan from hospital discharge to communities</p> <p>All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE</p> <p>Developed and implemented Care Home Action Plan tackle infection rates in care homes, letter to OP Providers circulated. Proactive calls to 90 Care Homes have taken and will continue on a weekly basis, with issues being collated and monitored.</p> <p>Home testing kits, been delivered door to door in areas of highest infection and enduring COVID 19 prevalence.</p> <p>Have commissioned community anchor organisations from CABAD, REN, Bevan House, Youth work and neighbourhood wardens to deliver work on engagement, education, access to testing and support to isolate.</p> <p>Programme of communications work underway.</p> <p>Robust health intelligence report produced weekly.</p> <p>Robust programme management processes being implemented ensuring 7 keys reporting from work streams weekly.</p> <p>Bradford District COVID-19 Control Team in place, with a SPOC, actively managing outbreaks in partnership with Public Health England.</p> <p>Support businesses to adapt and open safely.</p> <p>Weekly updates including information and advice for schools.</p> <p>Support to University of Bradford to develop their COVID 19 outbreak control plan</p> <p>Testing strategy in place.</p> <p>Programme of enhanced community interventions in response to rising Delta Variants of Concern COVID-19 cases within the district starting in June 2021.</p>				

Assurance Mechanisms	On-going monitoring of COVID-19 cases, admissions and deaths in the District
Date Reviewed	11 th Oct 2021
Actions / Controls under development	<p>CBMDC staff encouraged and supported to WFH where possible</p> <p>Work underway to understand how to improve the numbers of residents self-isolating when required to</p> <p>Reinforce activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME</p> <p>Regular testing of key workers across the District</p> <p>Promotion of twice weekly Lateral Flow Device testing for all residents across the District.</p> <p>Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities.</p> <p>Continue existing work with partners on health inequalities, prevention and health improvement.</p>
Managed By	Sarah Muckle
Administered By	Imran Rathore

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Report of the Assistant Director to the meeting of Executive to be held on 2nd November 2021

Subject:

AB

Progress report on the Council's Equality Plan 2021-2024

Summary statement:

On 1st December 2020 Executive approved a new Equality Action Plan and instructed officers to report progress against the Plan to Corporate Overview and Scrutiny Committee on a regular basis. This report sets out the key actions and activities undertaken to date to progress delivery of the Council's Equalities Plan and the priorities for the year ahead that will ensure on-going delivery against our objectives.

Equality and social justice must be at the heart of everything the Council does as they are key to the successful and effective delivery of services, the achievement of better outcomes for everyone and the development of a sustainable and inclusive economy. Our Equality Objectives and the plans that sit alongside them are there to help ensure equality is mainstreamed throughout the organisation.

EQUALITY & DIVERSITY: This report sets out progress against the Equality Action Plan and therefore has equalities and diversity hardwired into its purpose.

Jenny Cryer
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Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1 This report provides the progress update on the Council's current Equality Action Plan 2021-24. This was consulted upon in Autumn 2020 and agreed at Executive in December 2020. Executive required Officers to report progress to Corporate Overview and Scrutiny on a six monthly basis. Although the Action Plan came into formal operation from 1 April 2021, a significant amount of work had already been undertaken in the intervening period since its approval and therefore this report takes into account progress since December 2020.
- 1.2 This report provides an update on progress in the four key areas of the Equalities Plan- Leadership, Workforce, Communities and Service Delivery

2. BACKGROUND

- 2.1 Bradford District is diverse, home to over 540,000 people, a third of whom are Black, Asian or Minority Ethnic (BAME), two in ten are of Pakistani heritage and, at the 2011 census, 25% of people were of the Muslim faith. The District has long been home to significant numbers of people of East European heritage including those who arrived following WW11 as well as more recent arrivals. Significant minority populations also include people of Indian, Bangladeshi, African-Caribbean and Arab heritage. Some 150 plus languages are spoken here. It is the UK's youngest city with almost a quarter of people aged under 16 and 29% under 20 years-old. Our District is geographically diverse, two thirds rural, with a large City and towns and villages each with their own often very strong, identities.
- 2.2 The District's youth and diversity represent significant assets offering a wide range of skills, innovation and experience, connections to global markets, huge productive potential and a rich cultural and community life. Work with and between our diverse communities has led to Bradford being assessed by the Intercultural Cities Programme as being among the world's leading intercultural cities. There are however, some stark contrasts in outcomes with marked differences between parts of the District that are home to high levels of deprivation and areas of significant wealth and affluence. The COVID-19 pandemic has amplified and exacerbated existing inequalities with those on low incomes, ethnic minorities, people with disabilities, women and people living in overcrowded households among the hardest hit. Equality is at the heat of the agenda as we look to recover and build a better future.
- 2.3 Overall, some 266,000 people live in the District's most deprived areas and 30.9% of children live in poverty. Social, economic and health inequalities are real challenges, reflected in the fact that there is an average of 9.1 (9.5 for England) years' difference in life expectancy for male residents in the most affluent areas compared to those in the most deprived and the most deprived area of the District and 8(7.5 for England) years for women. Income inequality has a significant impact on health, education and opportunity and is a key factor in determining social mobility, This is why Bradford assesses the impact of policy decisions on low income groups in addition to those characteristics protected under equalities legislation.

Many people are affected by intersectionality - a combination of different dimensions of inequality e.g. income, ethnicity, gender, disability. For example, a third of the population is BAME with large Pakistani and Bangladeshi populations. Bradford has over 67,000 people working in the lowest skilled occupational groups – research shows that nationally 41% of Pakistani and Bangladeshi employees work in those same lowest paid groups, far higher than any other ethnicity.

- 2.4 Inequality comes with a social, economic and environmental price tag and has a significant impact on public services so the promotion of equality and social justice is in everyone's interests and must therefore be at the heart of decision-making. Delivery of our equalities plan means everyone, both elected members and Council Officers committing to enhancing our collective understanding of our District, our people, our communities and our rich cultures along with the inequity that many of our people face on a daily basis. Through this understanding we are able to improve decision making, deliver better, more effective services and sustain our focus on making Bradford District a fair and equitable place in which everyone has opportunities to achieve their potential. In December 2020, the Council's Executive approved a set of strategic Equality Objectives for Bradford Council covering the following areas:

- Leadership
- Workforce
- Community
- Service Delivery

The objectives are based on the key areas of impact as outlined by the Local Government association (LGA). The ambition is to enable the whole organisation to work on these objectives ensuring maximum impact on the District.

Further details 2021-24 can be found at: <https://www.bradford.gov.uk/your-council/equality-and-diversity/bradford-council-s-equality-objectives/>

- 2.5 The Equality Objectives were set for the four-year period, 2021 to 2024. Flexibility is built in to the plan to allow shorter-term actions to be completed and new actions identified in support of achieving each Objective. The Plan also incorporates scope to account for changes happening in the District over time or changes to resources. Progress against the objectives is provided in this report.
- 2.6 A number of topics captured in these Equality Objectives are reported to this or other Overview and Scrutiny Committees in their own right in more detail. This report outlines the highlights relevant to the Objectives within the Equality Plan 2021-24, as a means of providing a Council-wide equality view.
- 2.7 Delivering on the current Objectives has been challenging at times due to the impacts of austerity, a requirement to focus available resource on frontline delivery and, most recently, the need to organise and deploy our resources to support the District and our most vulnerable people during the Covid-19 pandemic.
- 2.8 Whilst Covid-19 has impeded business as usual it has also exposed the level and depth of inequality experienced across the UK and across our own District. As we

build social , environmental and economic recovery, our focus is firmly on the inequality experienced by many people across all of our diverse communities and how we might address this.

2.9 Leadership

This objective aims to address the overall approach the Council takes in its approach to Equalities ensuring it is at the heart of all its decision making and provides opportunities for everyone in the district to achieve their full potential.

Recognising the importance of leadership, the elected members approved a significant investment to enable the work on equalities and engagement. There has been considerable progress in this area. The appointment of the Equalities Lead Officer in June 2021 has resulted in a number of actions some of which are highlighted within this report. The Lead Officer is in the process of meeting with DMTs to discuss departmental equalities - providing support and challenge.

A cross-council equalities officer group meets monthly chaired by the Assistant Director Office of the Chief Executive. The group includes Network Chairs and Departmental Equalities Champions. The Champions are the point of contact between the Equalities Group (who oversee the delivery of the plan), and departments. Members of the group have supported a number of recruitment processes and have developed the RESPECT campaign which is being launched in Inclusion Week.

The Council have commissioned an 'Equalities Peer Review' from the Local Government Association. This is due to take place in November 2021. This will enable the Council to identify areas of progress, and where development is needed. It will also enable learning from best practice in other areas.

Equalities is a standing item on all Council Management Team agendas and Formal Committee reports are required to have a front page summary of equality implications.

Embedding Equality at the heart of all the Council does, has been evident in work it has undertaken. This includes the Council Plan published in 2021 with Equalities as a key cross-cutting principle informing all activity. The Council has also led the development of a District Plan which has now had partnership sign and which has equality as a fundamental guiding principle.

The leadership of the Council have made a commitment to the organisation to increase visibility of senior management to listen to our workforce with lived experience of protected characteristics. Senior leadership have committed to being sponsors of the staff networks within the Council. Each staff network has one or in some cases two sponsoring directors providing them with senior leadership support and a direct reach to senior leadership with their ideas, perspectives and challenges.

(Special A and above) have a commitment to have at least one Equality Objective in their appraisal. These have now been set currently with 83% of senior staff with

an equality goal in place. These are being monitored through one to one supervision and appraisal.

The council has committed to ensuring decision making is informed by engagement, consulted on appropriately and communicated clearly and underpinned by evidence. The initial stages of this work will begin with Equality Impact Assessment (EIA) training: A programme of support activities including training and development of EIA champions and an EIA task group is due to launch in Inclusion Week in September 2021.

In August 2021 the Equalities Lead Officer worked with colleagues from the local NHS to deliver the “Root out Racism” launch event in City Park. This was attended by over 300 people who came together to make a public stand against racism. The event received very positive coverage and good reach in the media and social media.

2.10 Workforce

This objective aims to ensure all employees feel equal and included and comfortable in who they are. That they are supported to achieve their potential and are not subject to any unfair disadvantage regardless of their background, protected characteristic and class and are representative of the communities they serve.

Elected members have approved a considerable fund, for the learning and development needs of Council staff in line with the actions set out in the Equality Plan. The Learning and Development plan includes a suite of initiatives aimed at supporting staff. Equalities and challenging inequality are a key part of how these programmes will be developed.

Leadership and development programmes that will develop and retain talent within the organisation are being revised and supported by the funding budget approved as detailed above.

On line equalities training has now been made mandatory for all new starters to the organisation. This sets a clear expectation to new starters that equalities are important to the organisation and they must seek to understand and address the underlying issues, however further training resources and opportunities will need to be developed. A Continuous Professional Development (CPD) programme has now been put in place in the workforce strategy with equalities as a major strand. The Equalities Working Group have committed to producing lived experience videos to be used as part of CPD and these will be launched in Inclusion Week.

In the spirit of fair and transparent recruitment, all recruitment panels are now more diverse and representative. HR have also provided staff teams with guidance and support in being able to achieve this.

Staff have been offered the opportunity to go on funded development courses such as Masters Level qualifications and there has been active promotion of these opportunities to staff from groups with protected characteristics.

Currently, 18.7% of staff at Special A and above are from BAME backgrounds. This includes two senior managers appointed at grade Special C and above in 2021. The overall proportion of senior managers from BAME backgrounds has increased over the last year.

It is recognised that work with LGBTQ+ groups needs to be taken forward. The organisation is working towards achieving the Stonewall Quality Standard which evidences the organisational commitment to work more confidently on issues relevant to LGBTQ+ groups both within and outside of the organisation.

The planning of the Allyship programme has begun. This will provide a structured programme of training and support for all staff enabling them to be effective allies to colleagues who identify with a particular protected characteristic. This will include views from our staff networks and community partners such as Race Equality Network (REN) and MESMAC.

The RESPECT campaign being launched in Inclusion Week will be the overarching campaign that addresses and supports all staff and all protected characteristics in placing a positive emphasis on attitudes and behaviours for everyone. The campaign and the Allyship programme are the result of a collaboration between the Staff Networks, policy, HR and communications colleagues.

2.11 Communities

This objective actively encourages all service areas to better understand our communities. The council will actively engage with our communities to help people participate in decision-making processes, to improve the services we provide, and to enable more people to take part in the life in the District.

The Black Lives Matter movement prompted a local, independently led review of statues and monuments to be undertaken. This has been carried out and the outcomes and recommendations have been reported to the Council's Executive. Executive have required officers to ensure that policies for new monuments, commemoration and honouring individuals and groups are diverse and inclusive and agreed that a second phase of work should focus on telling the untold stories of the District's diverse communities. This work is on-going.

To better understand working with diverse groups and sharing of the experiences of staff, service users and projects, the council will be profiling this in Inclusion week- this week long of activities provides many learning opportunities for staff on different ways in which 'Inclusive working' is addressing inequalities. This programme includes many events from both our internal teams and external partners.

The Council is committed to reduce the level of hate crime experienced by diverse communities. A new Hate Crime Strategy has been drafted, and is to be launched in October 2021. It is supported by University of Bradford research on Hate Crime reporting; which is commissioned by the Stronger Communities Bradford for Everyone programme. The research is currently on-going.

Strengthening our relationships with our VCS partners which include REN, Equality

First, Community Action Bradford and District and faith partners has ensured proactive and equitable rollout and messaging of vaccines and countering of hesitancy. There has been good joint working with communities around Ramadan / Eid arrangements and shared messaging in both 2020 and 2021.

Public Health have commissioned research on appropriate messaging on vaccine take up for young people of Pakistani' background in Bradford. This has been used to develop the engagement strategy for the Vaccine Plan. PH also developed the Vaccine uptake equalities plan which was shared and developed further with health partners across the district ensuring a shared vision of rollout.

The Council have published an **economic recovery plan** prioritising those most affected by the pandemic - There is significant evidence that the COVID pandemic has had a greater economic impact on those with protected characteristics, who are more likely to work in the sectors most affected. This includes BAME communities, women, younger adults and people on low incomes in more insecure work. In line with the District Economic Strategy, the recovery plan aims to drive actions that specifically target under-represented groups and specific areas of deprivation. It will also address underlying historical labour market disparities and improve workforce diversity ensuring greater economic participation and opportunity.

The Council has approved £50K budget investment to support Financial Inclusion, and an additional £600K investment for Ward Officer recruitment to support and engage with communities across the District.

Covid Champions project. Bradford Council's Stronger Communities team worked with partners Equality Together, REN, CABAD and Race Equality Network to provide messaging, challenge stereotypes and provide accurate information on test and trace, infection control and the vaccine programme. This programme trained 220 champions from diverse backgrounds and have engaged over 5,500 residents. 135 champions are female, 45 have registered disabilities, represent 29 different ethnic groups, 7 religions and currently live in 33 wards across Bradford and Keighley. 49 grass root organisations have been funded to provide soft intelligence and contribute to the co-production and co-design group to create accessible communications under the following themes of Fertility, Accessibility and Trust. Material can be found on the Community Engage website. The Covid Helpline ended in July 2021, it provided Covid-19 support and advice in 13 languages. Over the period of February – July 2021, the helpline has received over 1,341 calls which have ranged from vaccination concerns to Covid restrictions.

2.12 Service Delivery

To design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. To provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them.

To aim to contract and commission locally wherever possible so that we can support our local economy. This will help to build a local supply chain connected to its wider social responsibilities and offering high-quality employment and training opportunities to local people, while delivering equitable services that are value for money.

In order to collect data that will enable the measuring and effective evidence building a task and finish group has been created to develop a 'minimum data set requirement for services in order to better understand their user profile and any gaps. This set is yet to be finalised however its roll out will ensure that consistent data is being collected across the Council, and among commissioned services. We have made extensive use of Public Health (PH) data collections for areas to build a framework for delivering vaccines to all identifying the poorest wards/ high density households/ areas of high Covid rates and using this intelligence to design input and testing/ vaccine offers.

The Council is committed to improving the way it works to serve the communities of Bradford District with its partners in the VCS. New co-production standards and governance will be in place by Q3 of 2021/22 in partnership with the voluntary sector to hear and act upon the voices of service users and carers including those from diverse backgrounds, older people, carers and disabled people.

A co-produced piece of work in Adult Services, working with disabled people and their advocates is being piloted. Learning from the work is due to be profiled in Inclusion week.

Public health also commissioned REN to support Black and Asian Minority Ethnic (BAME) groups through the pandemic with advice, guidance and messaging in appropriate languages. Public health commissioned services to support vulnerable groups with complex needs to access health care, testing and vaccines. Public Health co-designed its Vaccine Delivery Plan with key partners such as REN, faith groups and health partners.

Work is due to begin with the procurement team on embedding equality principles in the commissioning process and ensuring our suppliers hold the same equality values which the Council holds.

The work being done by HAF Holiday Activity and Food programme has been supporting the most disadvantaged communities across the Bradford district in terms of low incomes. Working with 106 providers, 14,000 children attended the holiday clubs in parks across the district for 42 days over the summer period. there are plans to continue this work over the coming Christmas period.

There is recognition throughout the organisation that the data collected needs to be more effective in providing an evidence base of the experiences of service users. This is something the Equalities Lead will be addressing over the next 12 months.

3 Next steps:

Priorities for the next year include:

Delivery: to develop the delivery plan that sets out how the actions to each objective will be delivered over the next 3 years in relation to timescales and lead responsibility.

Consultation: To develop an easy to use corporate toolkit to help to ensure all services and consultations with the public have equality and fairness as a fundamental principle

Pay gap data: To produce ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap.

Developing an inclusive service and policy design guide: This will provide service managers with a suite of tools to: ensure appropriate engagement and involvement with all stakeholders, use of existing information and data, and other criteria to be considered, such as 'Child Friendly' criteria, when designing, contracting or commissioning, services or policies, being aware of and addressing barriers to access for low income individuals and families and those who share other protected characteristics. On occasion, some services may be 'exclusive' to ensure that all communities have fair access to the services they need

Data: Focus on the development and approval of a more streamlined data set on services provided. For the data to demonstrate positive year on year change.

Procurement: to embed equality principles within the procurement process and be able to influence the ability to recruit from the local district, and where possible encourage the use of local suppliers.

Staff development: Develop and rollout staff development programmes targeted at specific protected characteristics to enable our staffing at all levels to reflect the local demographics

Building sustainable relationships: To build on our partnership working with our internal and external stakeholders and partners to move forward on challenging inequalities addressing them with co-produced solutions.

Information: Adopting the Accessible Information Standard across the whole of the Council

Website: Ensuring our Website is accessible so that people can access the information they need via this route

Service user experience: Improving our understanding of all our service users and their needs regardless of their protected characteristic or income.

4. FINANCIAL & RESOURCE APPRAISAL

- There are no specific finance or resource implications

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no identified risk and governance issues

6. LEGAL APPRAISAL

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

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

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to –

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to –

- (a) tackle prejudice, and
- (b) promote understanding.

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to prepare and publish one or more Equality Objectives

it thinks it should achieve to comply with its duties under S149 Equality Act 2010 (the public sector equality duty) and review these every four years.

7. OTHER IMPLICATIONS

None

7.1 SUSTAINABILITY IMPLICATIONS

None identified.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None identified.

7.3 COMMUNITY SAFETY IMPLICATIONS

None identified.

7.4 HUMAN RIGHTS ACT

7.5 TRADE UNION

None identified.

7.6 WARD IMPLICATIONS

None identified.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None identified.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

9.1 That Members note the progress made and the next steps set out in the plan

11. APPENDICES

Equalities Dashboard powerpoint
Equalities Action Plan document

12. BACKGROUND DOCUMENTS

Equality Objectives and Delivery Plan 2020-24
Bradford Council Plan
Workforce Delivery Plan

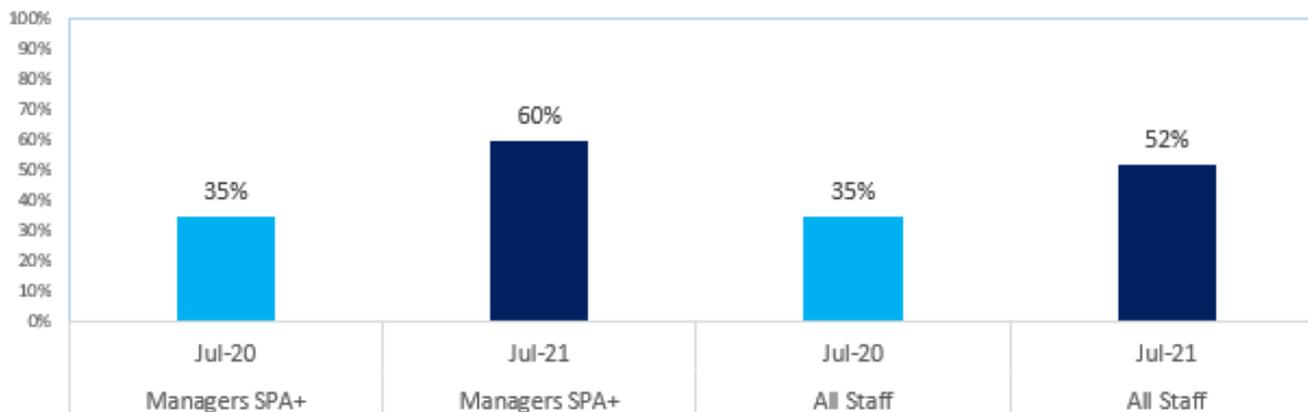
Annex A – Key Performance Indicators



Equalities Objective: 1. Leadership



1. Equality awareness training



Course Title	% of completions @310721	Available from
Deafblind	3%	27.02.17
LGBT	4%	17.08.16
Mental Health & Vulnerability	5%	03.12.20
MH for Managers	2%	03.11.16
The Equality Act 2010	1%	11.02.21
Trans Awareness	0%	11.02.21
Unconscious Bias	6%	12.08.20

Definition - Headcount of total workforce (please note this fluctuates), excluding casual workers, that have completed equality & diversity awareness eLearning. Also related courses (as defined below) that are available on Evolve.

Equality awareness training

Why is this important?

All our employees need to ensure they understand how to work with, support and provide services to co-workers and service users from all backgrounds. It is therefore important that all staff have the opportunity to access equality training and are supported to undertake this training.

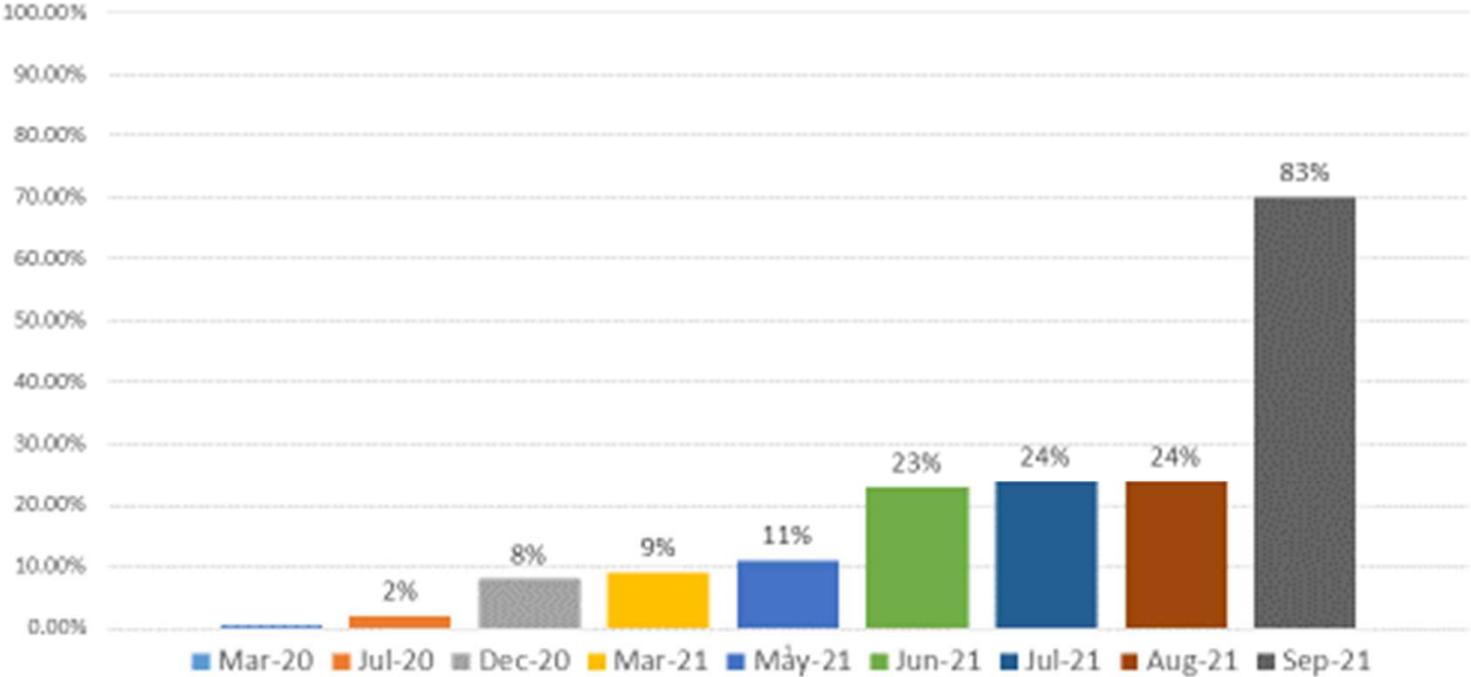
What is the current trend and what are we doing about this?

Equality & Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. This course is added as a 'complete once' e-learning package. Further learning around more detailed protected characteristics is also available. These are self-directed e-learning courses available on Evolve. There has been a marked increase in staff completing E&D training due to annual performance reviews (appraisals) taking place where E&D is a mandatory requirement.

To increase awareness of equality, inclusion and diversity, part of the People Strategy includes the Workforce Development Plan. Listed are some of the areas of focus:

- A refreshed training programme on inclusion for all staff
- Training for all managers on leading diverse teams
- Development of an ally programme to support underrepresented communities
- A Making Connections for Managers development programme which includes modules on Inclusion and Intersectionality, Psychological Safety and Speaking Up and Compassionate Leadership

Percentage of senior staff with an equality objective on Evolve



Equality objectives on Evolve

Why is this important?

Following the agreement of the revised equality plan, it has been agreed that all senior staff will have an equality objective on evolve.

What is the current trend and what are we doing about this?

This commitment is in the very early stages and progress will come in future. It is intended that our initial focus will be on ensuring that all managers do have an equality objective. Workforce development will produce some sample objectives to ensure that senior staff understand what a good objective looks like.

Additionally, we wish to engage with staff networks and others to discuss what outcomes should look like too. For example how do we ensure that there is a consequence for not delivering objectives. And what should that consequence look like.

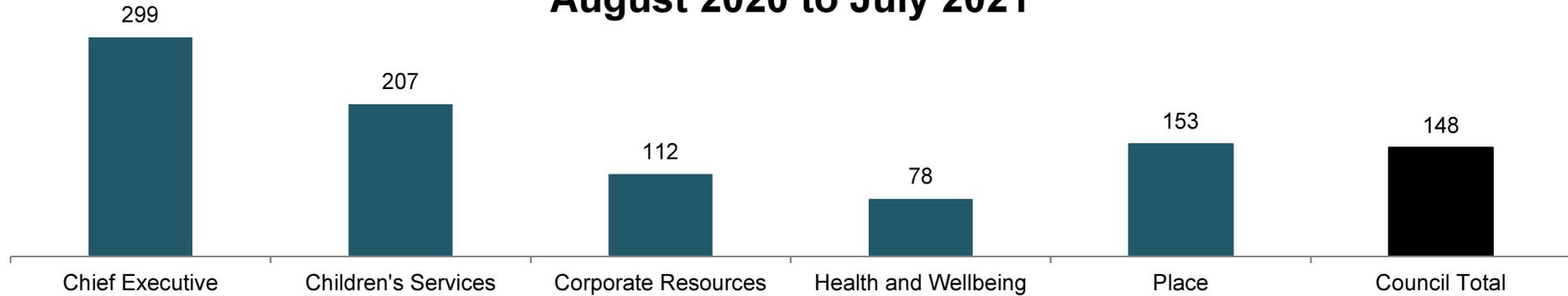
Additional work will need to be done to ensure that we translate that into policy, training and development etc. But we believe it is important to obtain views on what consequence should mean to us.

Equality Objective 2: Workforce



3. Grievance response times

**Average of Grievance Case Duration (days)
August 2020 to July 2021**



<i>Grievances closed</i>	Q2 2020/21		Q3 2020/21		Q4 2020/21		Q1 2021/22	
Dept	No. Cases	Ave Duration (days)						
Chief Executive	0		2	192	1	297	1	516
Children's Services	12	177	14	262	3	129	7	81
Corporate Resources	9	71	12	170	11	98	8	102
Health and Wellbeing	4	178	9	74	3	42	4	47
Place	5	219	4	120	7	217	5	28
Grand Total	30	152	41	176	25	136	25	89

Target - 75% of formal and informal Grievance cases closed within 140 days, including any appeal

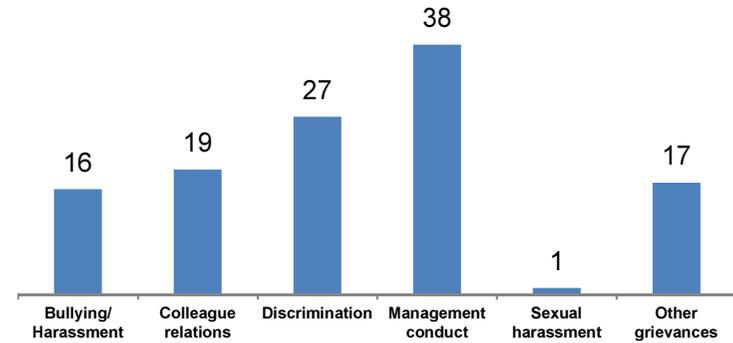


4. Grievance types & outcomes last 12 months

Original Outcomes

Reason	Informal Resolution	Not upheld	Resigned	Withdrawn	Partially Upheld	Upheld	Closed due to failed contact	Grand Total
Bullying/Harassment	5	4	1	3	1	2		16
Colleague relations	12			5	2			19
Discrimination	4	10	1	6	5		1	27
Management conduct	16	2	1	5	11	3		38
Sexual harassment	1							1
Other grievances	9	4		2	2			17
Grand Total	47	20	3	21	21	5	1	118

Grievance Types



As % of Grievance Type

Reason	Informal Resolution	Not upheld	Resigned	Withdrawn	Partially Upheld	Upheld	Closed due to failed contact	Grand Total
Bullying/Harassment	31%	25%	6%	19%	6%	13%	0%	100%
Colleague relations	63%	0%	0%	26%	11%	0%	0%	100%
Discrimination	15%	37%	4%	22%	19%	0%	4%	100%
Management conduct	42%	5%	3%	13%	29%	8%	0%	100%
Sexual harassment	100%	0%	0%	0%	0%	0%	0%	100%
Other grievances	53%	24%	0%	12%	12%	0%	0%	100%
Grand Total	40%	17%	3%	18%	18%	4%	1%	100%

- 41% of all grievances were resolved informally
- Only 4% of grievances were fully upheld
- Of the 41 cases that were not upheld, or only partially upheld, 21 of these were appealed
- Of the 21 appeals, over a third were withdrawn and only 4 of them achieved any change to the original outcome

Appeals

Reason	Appeal unsuccessful	Appeal withdrawn	Appeal partially successful	Appeal successful	Grand Total
Bullying/Harassment	2				2
Colleague relations	2				2
Discrimination	4	5			9
Management conduct	1	2	2		5
Other grievances		1	1	1	3
Grand Total	9	8	3	1	21

As % of Appeals

Reason	Appeal unsuccessful	Appeal withdrawn	Appeal partially successful	Appeal successful	Grand Total
Bullying/Harassment	100%	0%	0%	0%	100%
Colleague relations	100%	0%	0%	0%	100%
Discrimination	44%	56%	0%	0%	100%
Management conduct	20%	40%	40%	0%	100%
Other grievances	0%	33%	33%	33%	100%
Grand Total	43%	38%	14%	5%	100%

Grievance Response Times

Why is this important?

The equalities plan outlined that we need to improve response times for grievance case work. Responding to cases in a timely manner and ensuring that each grievance is processed quickly and efficiently is critical to ensure that we minimise the distress that these cases can cause for all parties involved. It will also ensure that we are able to achieve meaningful resolutions in timescales that can contribute to timely implementations of resolutions

Recognising this, there will be a number of cases that will take longer to resolve than others. Whilst it is hard to be definitive about the exact reasons as to why this may happen, some of these reasons can include the complexity of the grievance, availability of staff to engage in the process and management capacity.

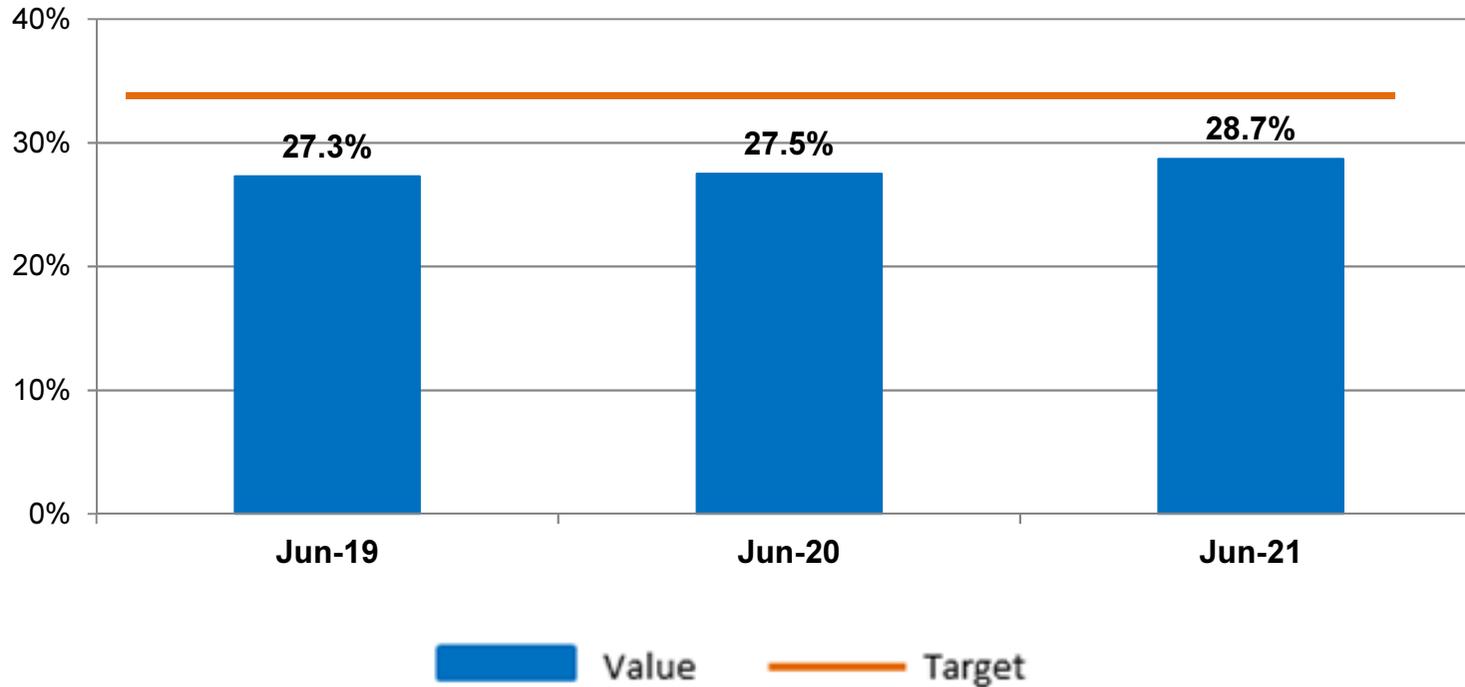
What is the current trend and what are we doing about this?

The welcome news is that over the last quarter the elapsed days taken to conclude a case has reduced. The pattern has been variable in the last year partly due to the difficulties caused by Covid.

We are continuing to focus our efforts on ensuring cases are concluded as quickly as possible. From an HR perspective this means ensuring that we provide support to managers so that they are able to conduct processes effectively, and that we provide mediation support where that supports meaningful outcomes.

5. Percentage of employees from BAME backgrounds

Percentage of BAME employees



6. Percentage of BAME employees in top 5% pay

Percentage of BAME employees in top 5% pay



Why is this important?

Bradford District Council needs to closely represent the communities it serves. The district is one of the most diverse areas in the country with a high proportion of individuals from a BAME background. The equalities objectives focus on increasing the proportion of BNAME individuals both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above)

What is the current trend and what are we doing about this?

The overall proportion of BAME employees is rising.

There are a number of considerations we need to take into account when we look at improving the opportunity for our under represented communities. What opportunities are available to join the Council, what development opportunities are available, how do we identify and mentor talent etc.

We are currently working to identify how we will best identify:

- Learning and development needs across our workforce
- Develop career development pathways for staff
- Identify talent pools and succession plans so that we can provide stretch opportunities for people to have the best chance when applying for more senior roles.

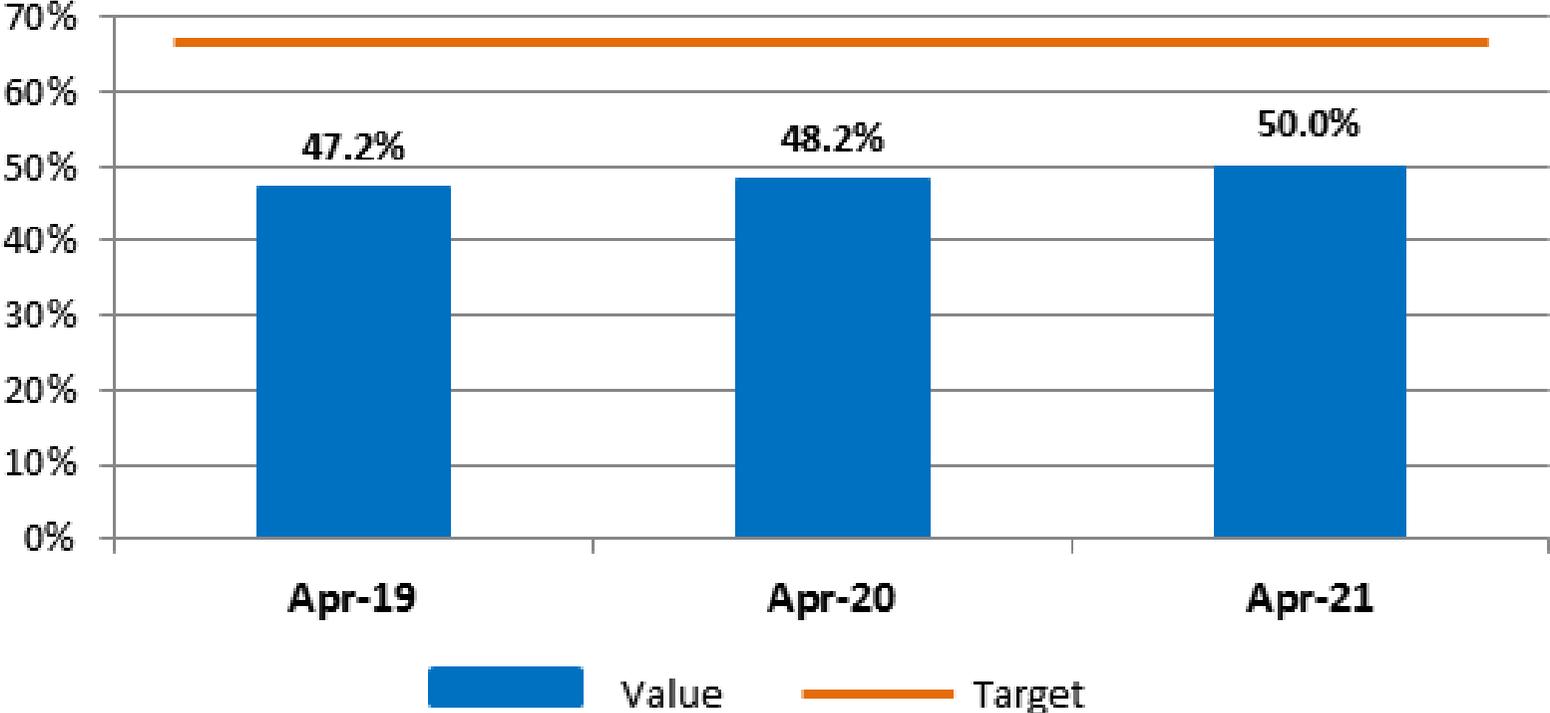
We have also implemented more diverse recruitment panels and we are also going to be implementing a new Recruitment approach to attract diverse talent.

We are also contributing to a District wide 5 year Equalities Composite Plan and also want to co-develop an ally ship programme with all out staff networks.



7. Percentage of female employees in top 5% pay

Percentage of female employees in top 5% pay



Percentage of Female Employees

Why is this important?

Bradford District Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of female employees both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above).

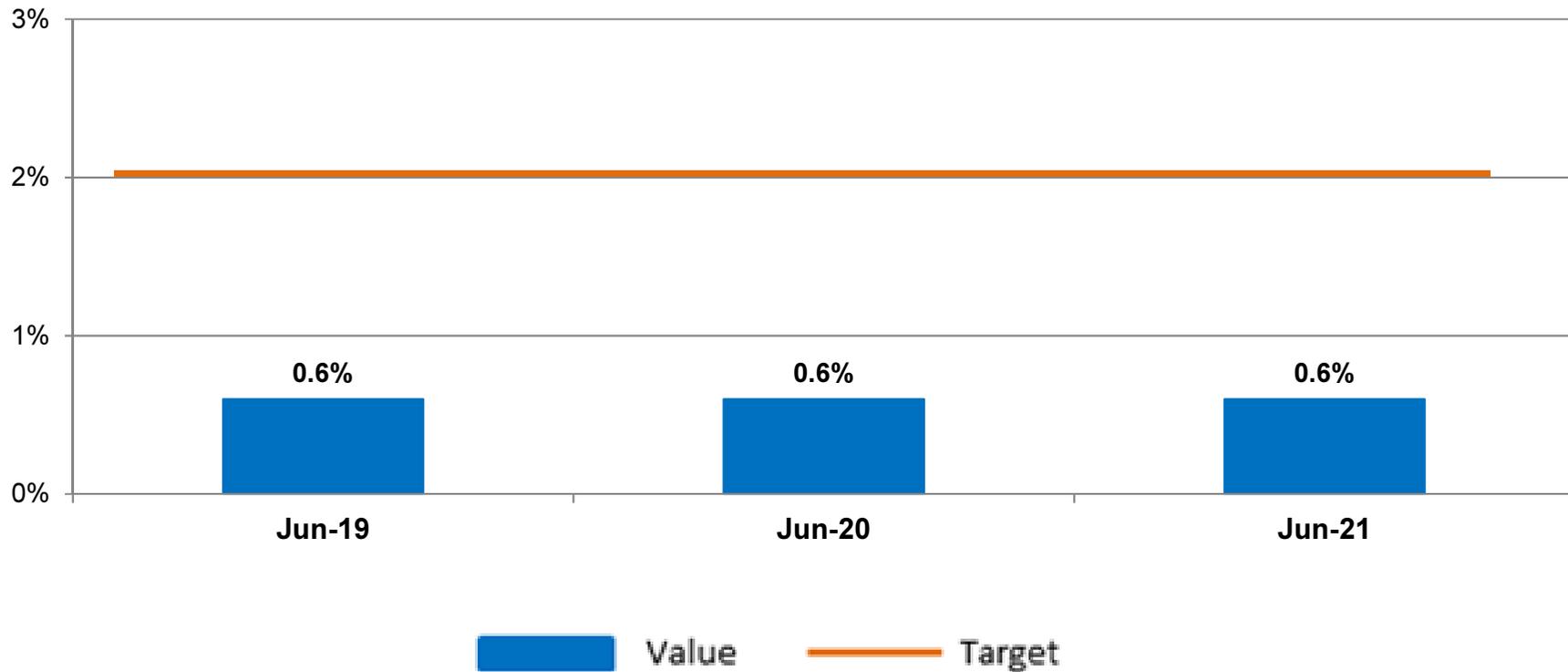
What is the current trend and what are we doing about this?

In the last year, there has been an increase of the proportion of female employees who are in the top 5% pay grades.

The same considerations apply for our female staff as they do for our BAME community.

8. Percentage of employees from LGBTQ+ backgrounds

Percentage of LGBTQ+ employees



Percentage of LGBTQ+ employees

Why is this important?

Bradford District Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of LGBTQ+ employees both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above).

What is the current trend and what are we doing about this?

The percentage of LGBTQ+ employees has remained stable over the last 3 years, however the number of employees who have declared their sexual orientation is still very low.

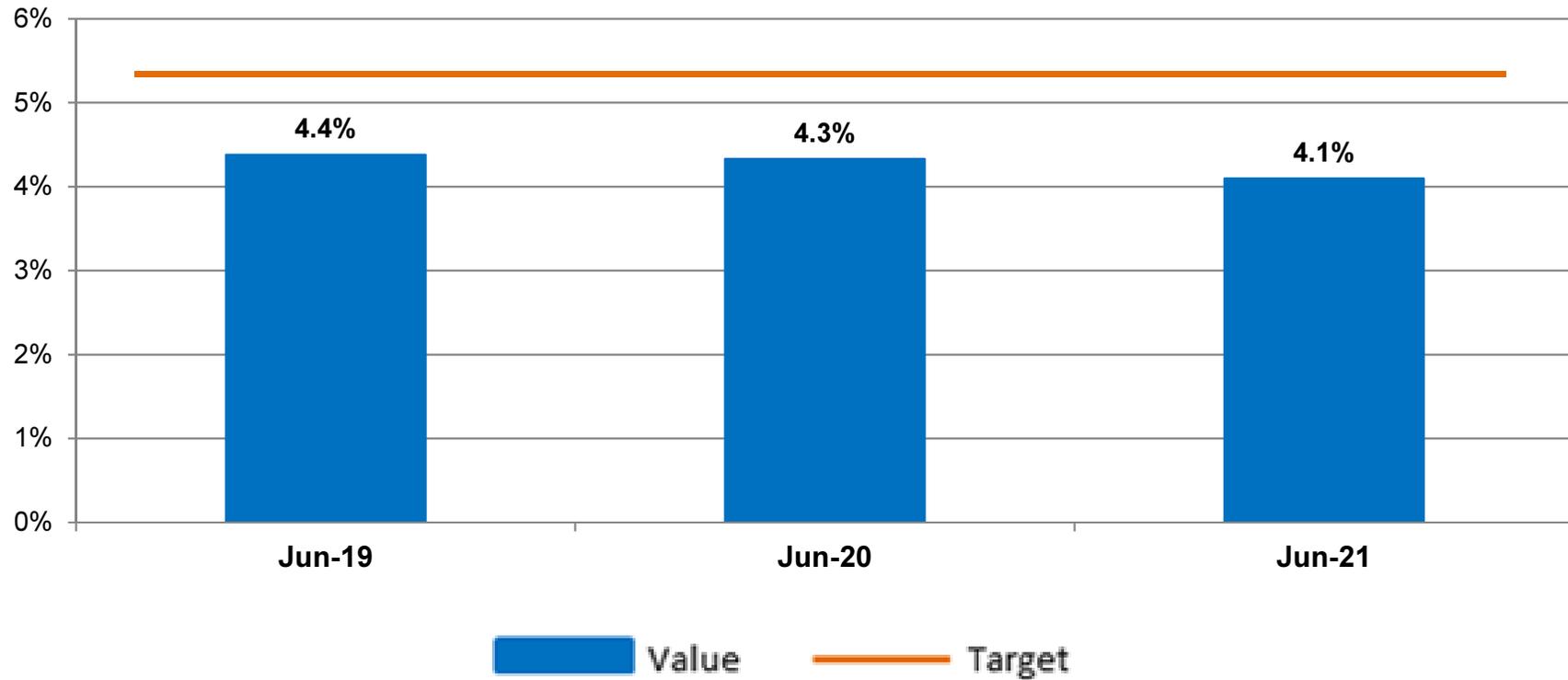
It is not possible to provide a further break down of the figures for LGBTQ+ due to the small number of employees who have disclosed this information.

Out staff networks have an enormous part to play in helping LGBTQ+ colleagues. Additionally, the same considerations apply as per our BAME and female communities.

'There is a need to build the confidence of staff to be able to give their sexual orientation on data we collect. We are currently finalising the Stonewall submission, and also planning a piece of work on 'Communities of Interest Plan' - both of which will address this.'

9. Percentage of employees with a disability

Percentage of employees with a disability



Percentage of Employees with a Disability

Why is this important?

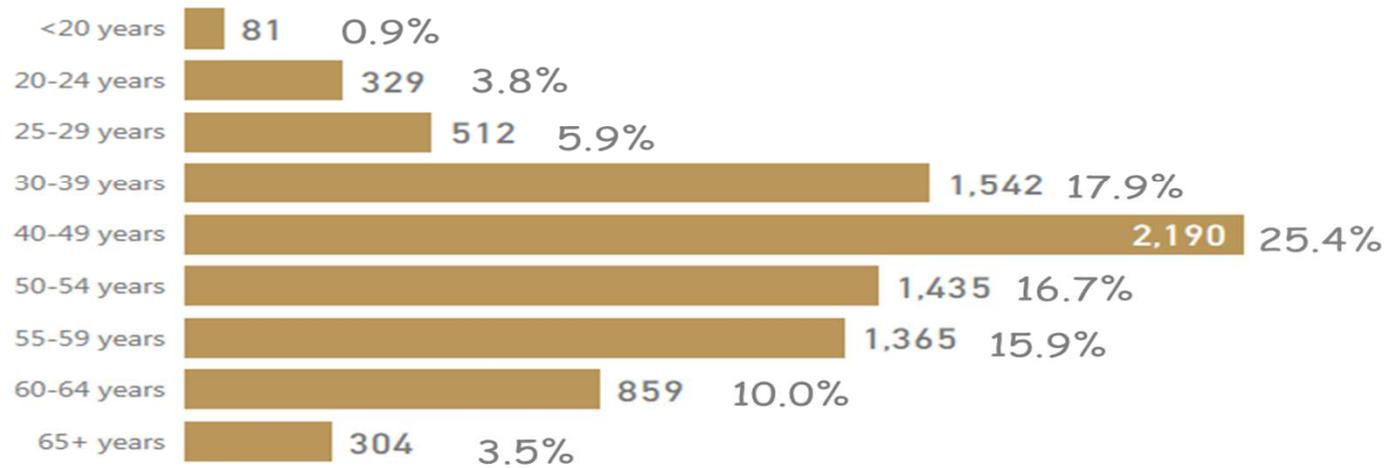
Bradford District Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of employees with a disability both as an overall proportion of employees but also as a proportion of the senior management (grades special A and above)

What is the current trend and what are we doing about this?

The percentage of employees with a disability has declined in the last period.

Our staff networks have a part to play in helping disabled colleagues. Addition the same considerations apply as per our BAME and female communities.

10. Percentage of employees by age band



Percentage of Bradford District working age population by age group



Percentage by Age for employees and Bradford District

Why is this important?

Bradford District Council needs to closely represent the communities it serves. The equalities objective focus on attracting and retaining an increasing proportion of younger people into the organisation.

What is the current trend and what are we doing about this?

Bradford has an aging core workforce, the current average age of established staff is 47.4 years old and the current average age including temporary staff is 46.5.

The overall average age normally increases by approx 0.1 of a year each year. However, due to the recent influx of a large number of younger temporary Covid support workers, the overall average age has fallen by 0.3 of a year in the last 12 months, from 46.8 years to 46.5 years.

The Kickstart initiative is also likely to have an effect on the overall average age going forwards, as these look to include significant number of younger people coming into the organisation

11. Workforce diversity by grade

@30 June 2021

Grade	% of Total Workforce	BAME	Female	Disabled
Band 1 - 5	34.1%	31.9%	72.4%	2.4%
Band 6 - 8	28.8%	27.5%	61.6%	5.0%
SO1 - PO1	14.3%	28.2%	65.3%	5.4%
PO2 - PO6	14.7%	27.0%	61.9%	4.8%
Spec Grades & above	2.6%	18.8%	50.2%	5.0%
Craft Worker	1.5%	10.8%	4.5%	0.0%
JNC Youth Worker	1.7%	52.4%	53.3%	8.7%
Soulbury	0.6%	15.9%	66.7%	2.0%
Teacher	1.6%	17.6%	75.2%	2.2%
Grand Total	100.0%	28.7%	64.8%	4.1%

@31 March 2021:

Grade	% of Total Workforce	BAME	Female	Disabled
Band 1 - 5	35.0%	31.9%	72.4%	2.4%
Band 6 - 8	28.4%	27.0%	62.4%	5.2%
SO1 - PO1	14.3%	27.2%	65.4%	5.4%
PO2 - PO6	14.6%	26.4%	60.9%	4.8%
Spec Grades & above	2.5%	17.8%	50.5%	4.2%
Craft Worker	1.5%	10.9%	4.6%	0.0%
JNC Youth Worker	1.8%	52.0%	53.3%	8.6%
Soulbury	0.6%	16.3%	68.0%	2.0%
Teacher	1.4%	18.3%	75.6%	1.6%
Grand Total	100.0%	28.4%	65.0%	4.1%

Definition – percentage of whole workforce disclosing the protected characteristic. For ethnicity and disability only, the calculation excludes employees who have not stated their ethnicity.

The percentage of BAME employees overall is increasing, including the percentage of those on Special Grades & above.

The percentage of employees declaring a disability overall is reducing, however the percentage of these on Special Grades and above is increasing.



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12. Percentage of employees not stating or preferring not to say their protected characteristics by grade

@30 June 2021

Grade	% of Total Workforce	Ethnicity Not Stated	Disability Not Stated	Sexual Orientation Not Stated
Band 1 - 5	34.1%	7.0%	0.5%	Further breakdown not possible due to low numbers
Band 6 - 8	28.8%	12.9%	0.5%	
SO1 - PO1	14.3%	6.3%	0.6%	
PO2 - PO6	14.7%	5.5%	0.6%	
Spec Grades & above	2.6%	8.6%	1.4%	
Craft Worker	1.5%	1.5%	0.0%	
JNC Youth Worker	1.7%	17.3%	0.0%	
Soulbury	0.6%	13.7%	0.0%	
Teacher	1.6%	21.2%	1.5%	
Grand Total	100.0%	8.8%	0.6%	

@ 31 March 2021:

Grade	% of Total Workforce	Ethnicity Not Stated	Disability Not Stated	Sexual Orientation Not Stated
Band 1 - 5	35.0%	6.4%	0.7%	Further breakdown not possible due to low numbers
Band 6 - 8	28.4%	11.2%	0.5%	
SO1 - PO1	14.3%	6.5%	0.7%	
PO2 - PO6	14.6%	5.4%	0.6%	
Spec Grades & above	2.5%	8.8%	1.4%	
Craft Worker	1.5%	1.5%	0.0%	
JNC Youth Worker	1.8%	17.8%	0.0%	
Soulbury	0.6%	14.0%	0.0%	
Teacher	1.4%	15.4%	0.8%	
Total	100.0%	8.0%	0.6%	

Definition – percentage of the whole workforce that have not stated (or said they prefer not to say) their protected characteristic.

Only 24% of employees have responded about their sexual orientation and a significant proportion of these preferred not to say. Only 17.4% of employees have provided an actual sexual orientation.

For this reason, it is not possible to provide a further break down of the figures for LGBTQ+ due to the small number of employees who have disclosed this information.

We need to encourage more employees, and especially more Senior staff, declaring their ethnicity, disability and sexual orientation by encouraging a culture of openness where employees feel more comfortable disclosing this data.

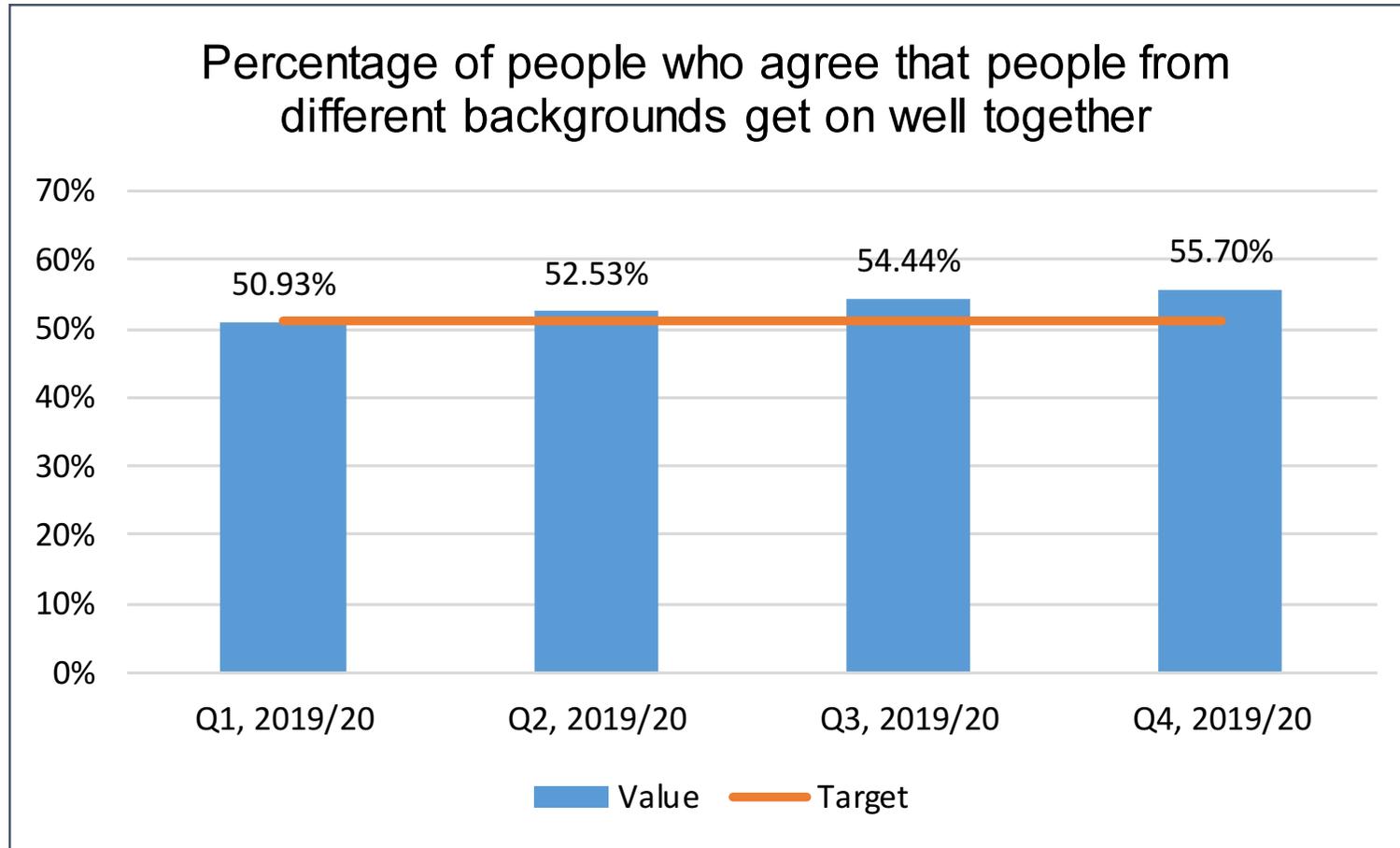


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Equalities Objective 3: Communities



13. Percentage of people who agree that people from different backgrounds get on well together



Percentage of people who agree that people from different backgrounds get on well together

Why is this important?

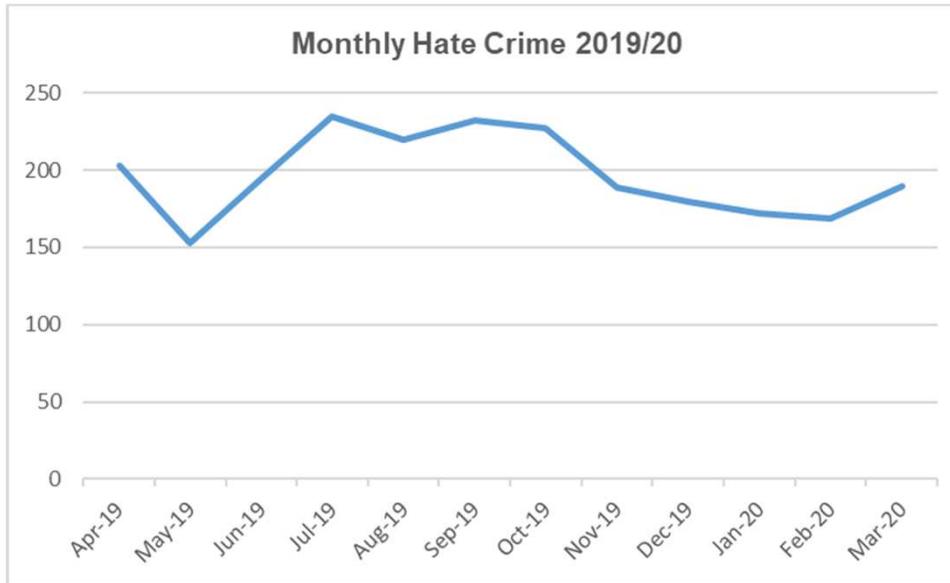
It is important that our diverse communities get along together. The Strong Communities Strategy 2018-2023 made the commitment to improve integration and cohesion in the District. This has been a strong focus of our stronger communities and community engagement work.

What is the current trend and what are we doing about this?

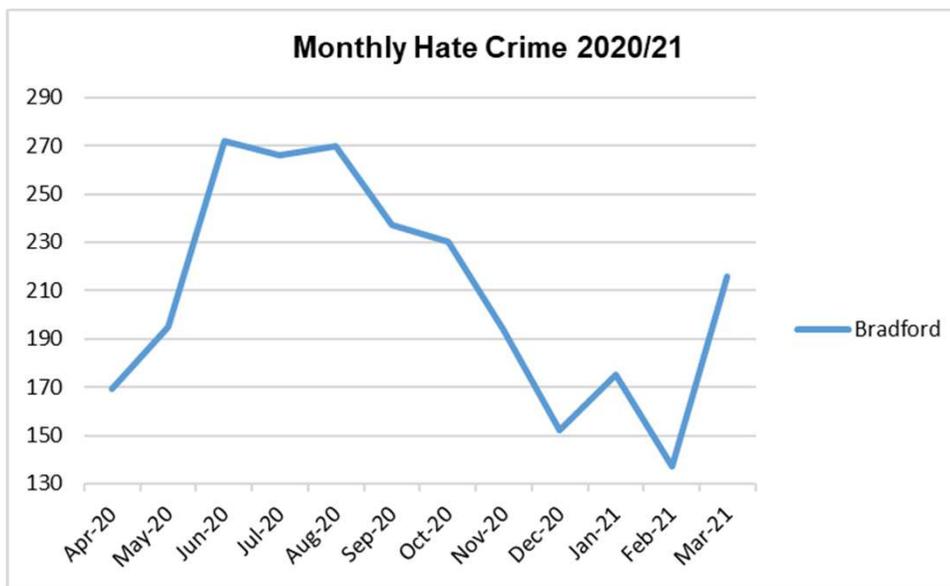
Performance has improved over the last year to 55.7% for the 12 months to March 2020 (from 49.6% for the same period the previous year).

Bradford district become one of five integration areas as part of the Integrated Communities Strategy (March 2018). During the two years that preceded the outbreak of coronavirus we invested in 50+ projects, in over 24 wards and implemented programmes to strengthen social cohesion and integration locally. The Belong and University of Kent national research shows local areas that invested in social cohesion programmes are faring better in the midst of the Covid-19 pandemic compared to other cities with higher levels of resilience, hope and cohesion.

14. Hate Crime in Bradford District



The monthly data during the period Apr 2019 – Mar 2020 shows a fairly consistent average of approx. 200 per month with a variable of 150 – 230. The total reported hate crimes for the year were 2205, an 8.5% increase on the previous year.



The monthly hate crime data shows a higher fluctuation between a high of 270 and low of 135. This may be due to the impact of Covid19 pandemic lockdown being implemented and relaxed. The total reported hate crimes for the year were 2295, an increase of 4.3% on the previous year..



Hate Crime Details

Why is this important?

Bradford district is a place of diversity and this makes it such an interesting and rewarding place to live, work, play and visit. We are committed to tackling Hate Crime across our district in order to build safe, inclusive communities which respect the different experiences of gender, culture, race, religion and sexual orientation. All forms of hate continue to have a massive impact upon victims and on the quality of people's lives but by working together we can continue to effectively tackle hate crime in our district.

What is the current trend and what are we doing about this?

In terms of what we are doing to reduce hate crime, CBMDC have contracted the Bradford Hate Crime Alliance to:

- Provide hate crime awareness training to targeted community groups, i.e. those that are deemed to be a higher risk of suffering hate crime such as African Caribbean and African, Asian Women, Faith and disabilities.
- Encourage people to report hate crime by providing 28 independent hate crime reporting centres across the District.
- Provide support and help to hate crime victims.
- Arrange hate crime awareness events and activities throughout the year and especially during the annual hate crime awareness week. 9th -16th Oct this year.

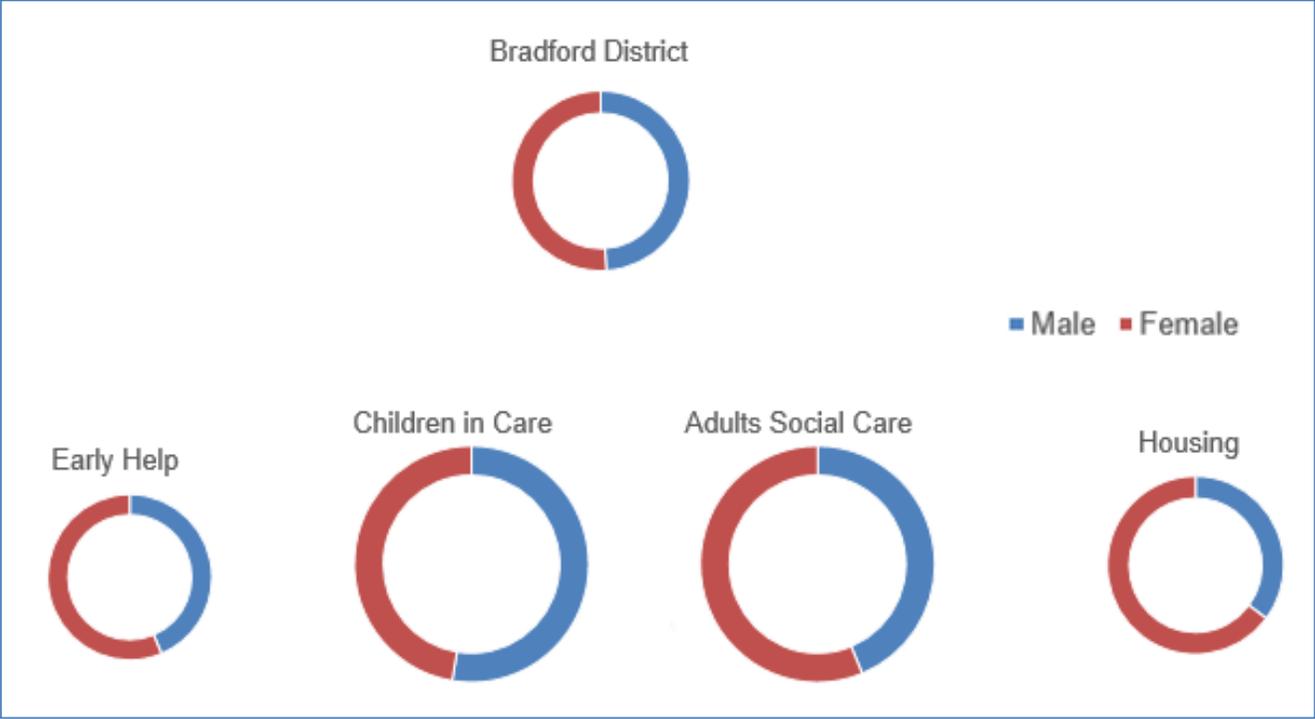
The Hate Crime Strategic Management Group, comprising of partnership organisations CBMDC, WYP, BHCA, Victims Support and Restorative Justice, meets once every 2-months to discuss all hate crime matters in our District including HC data, events, local and national issues that impact hate crime, etc. Bradford Districts Hate Crime Strategy 2021-24 will be launched on Monday 11th October 2021 at an event organised at the Carlisle Business Centre.



Equalities Objective 4: Service design . Note these are currently descriptive metrics

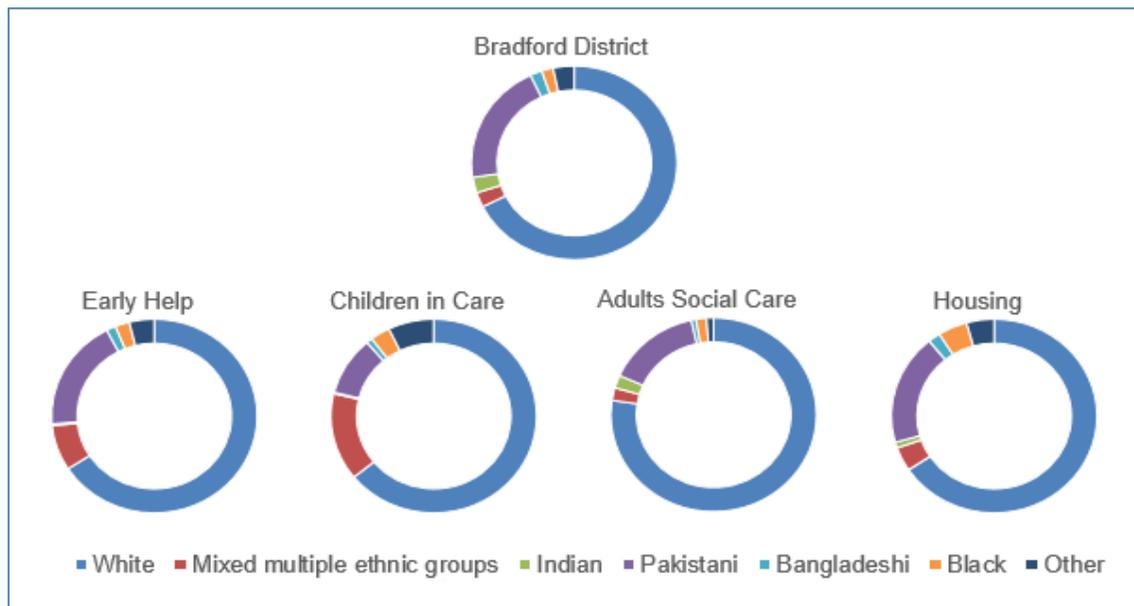


15. Service user profiles: Gender

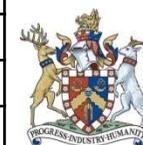


	Bradford District	Children in Care	Early Help	Adults Social Care	Housing
Male	49.0%	52.6%	43.5%	43.8%	35.1%
Female	51.0%	47.4%	56.1%	56.2%	64.6%
Transgender			0.2%		0.1%
Not recorded			0.2%	0.0%	0.0%
Prefer not to say					0.1%

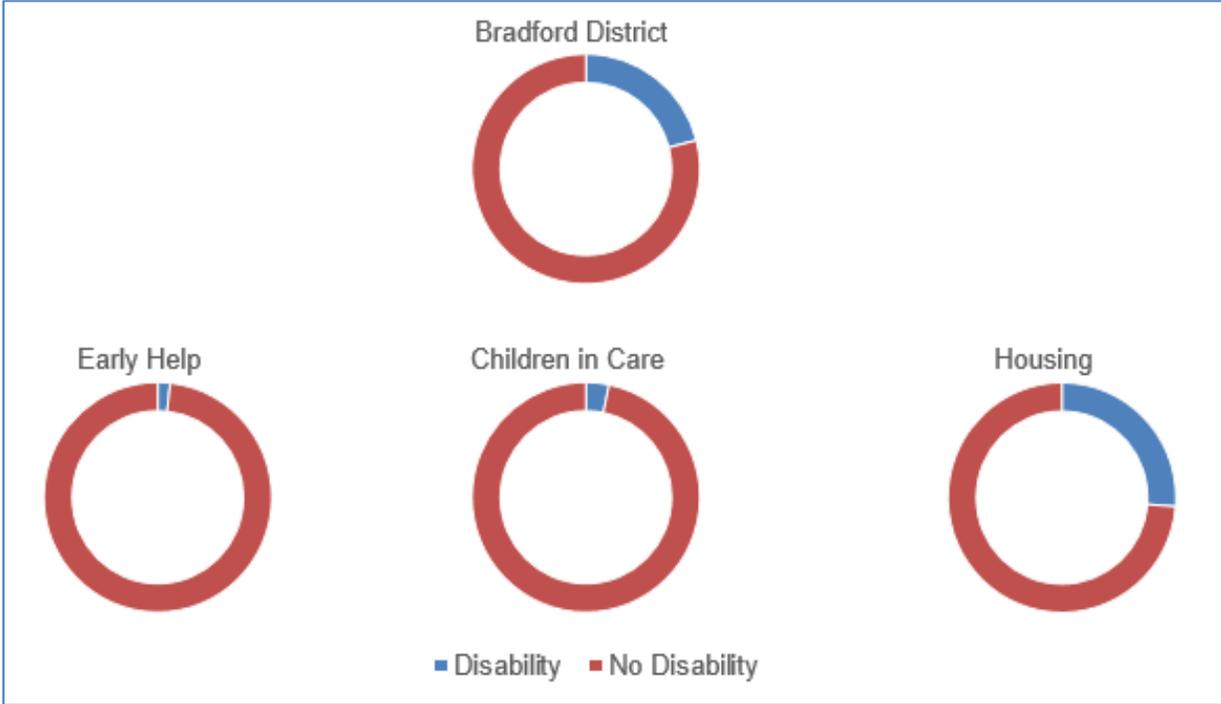
16. Service user profiles: Ethnicity



	Bradford District	Children in Care	Early Help	Adults Social Care	Housing
White	67.50%	63.68%	55.61%	44.10%	59.53%
Mixed multiple ethnic groups	2.50%	14.49%	6.40%	1.20%	3.66%
Indian	2.60%	0.22%	0.24%	1.20%	0.86%
Pakistani	20.40%	9.71%	15.72%	8.48%	16.76%
Bangladeshi	1.90%	0.96%	1.26%	0.43%	1.77%
Black	1.80%	3.09%	1.90%	0.93%	4.18%
Other	3.30%	7.13%	3.32%	0.63%	3.93%
Not known		0.66%	15.56%	43.02%	7.53%
Refused		0.07%	0.00%		1.79%



17. Service user profiles: Disability



	Bradford District	Children in Care	Early Help	Adults Social Care	Housing
Disability	21.0%	2.4%	1.7%		24%
No Disability	79.0%	72.1%	98.3%		68%
Not Recorded		25.5%			28%

Service user profiles: Gender, Ethnicity and Disability

Data sources

Bradford District: Mid-2109 population estimates

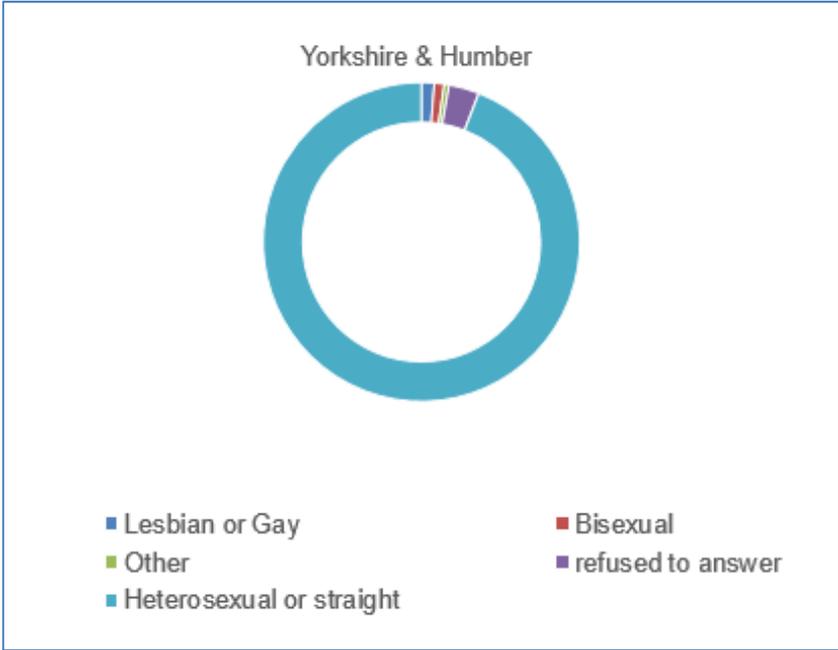
Children in Care: Current children in the care of Bradford Local Authority

Early Help: current service users of Bradford Local Authority's Children's Early Help service

Adults Social Care: Current Long Term Service users

Housing: Current citizens on Bradford Local Authority's Housing Register

18. Service user profiles: Sexuality



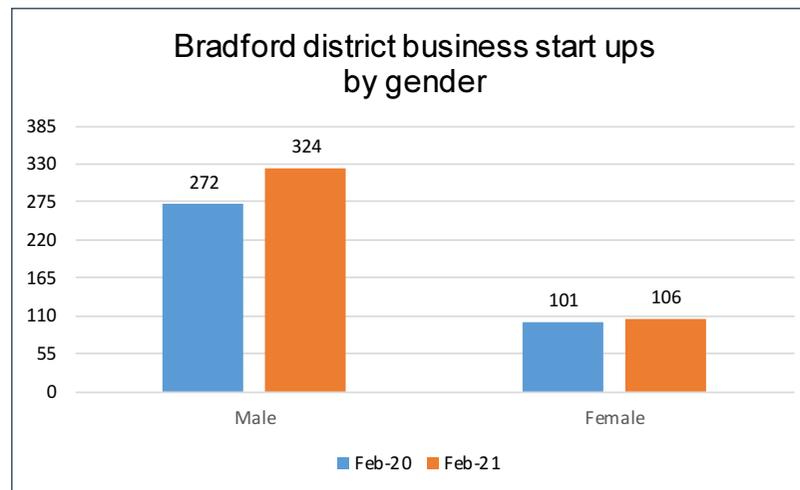
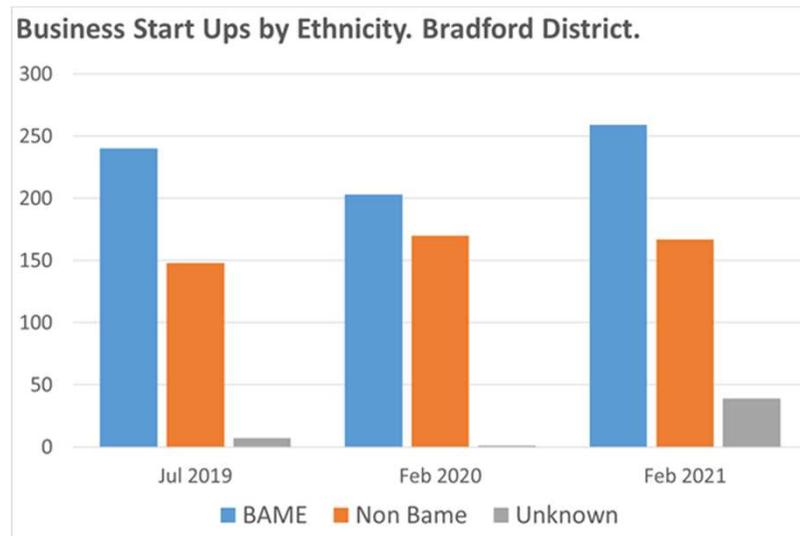
	Yorkshire & Humber
Lesbian or gay	1.30%
Bisexual	1%
Other	0.50%
Refused to answer	3.10%
Heterosexual or straight	94.10%

Data source - Yorkshire & Humber: Annual population survey 2018



19. BAME led businesses registrations

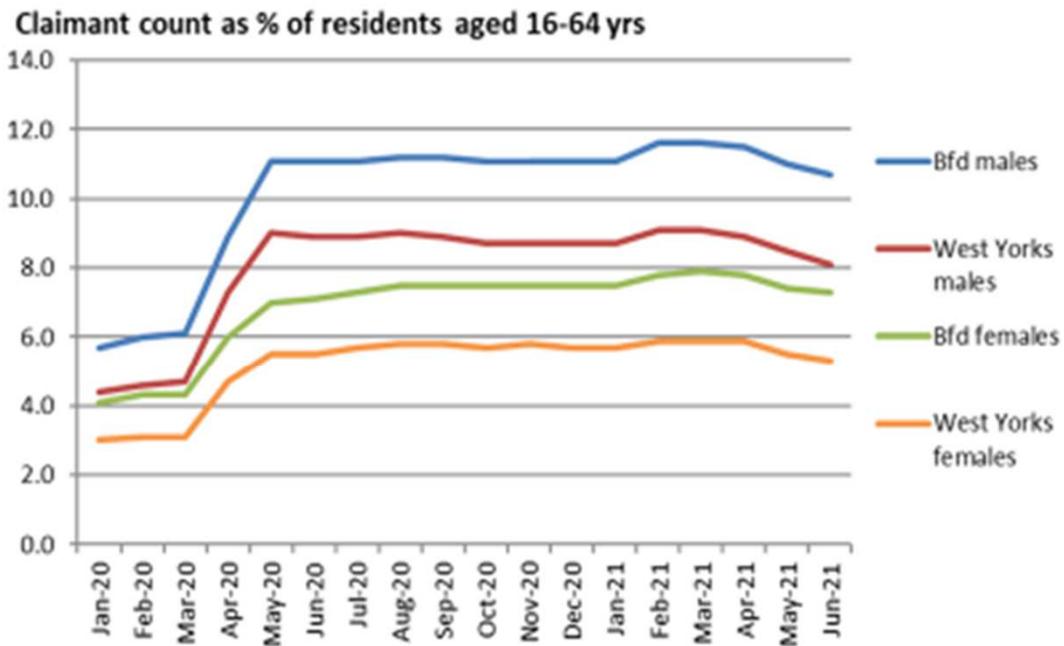
Bradford district business start ups by gender



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20. Bradford District male and female claimant rates

- Claimant numbers for males as a proportion of working-age residents is **10.7%** for June 2021, an increase of **4.6** percentage points since March 2020. It was 6.1% in March 2020. The current rate is above the average for West Yorkshire, 8.1% and the UK rate of 6.6%.
- For women the claimant rate is **7.3%**, an increase of **3.0** percentage points since March 2020. It was 4.3% in March 2020. Currently it is also the highest in West Yorkshire, the average being 5.3% and above the UK average of 4.5%.



Bradford District Business Start Ups by Gender

There were 106 female owned business start-ups registered with Companies House in February 2021 compared to 101 in February 2020. This represents an increase of 5%.

There were 324 male owned business start-ups registered with Companies House in February 2021 compared to 272 in February 2020. This represents an increase of 19%.

Women accounted for 24.7% of all start-ups in February 2021 which was lower than February 2020 when the figure was 27.1%.

Given that women make up 50.2% of the work age population – these figures show that women are significantly under-represented with regard to setting up a business.

We have also seen business start-ups increasing during pandemic but the increase has been lower for women.

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Annex A: DRAFT Equality Action Plan

Objective 1: We will lead the Council and the District in an open, visible and accountable way with zero tolerance for discriminatory behaviour			
Desired outcome	Action	Success measure	Progress update September 2021
Open and accountable leadership.	<p>Equality and diversity performance targets will be agreed with all members of senior management (service head level and above).</p> <p>Performance management procedures to be reviewed and made more robust, incorporating best practice from other organisations, including consideration of linking performance to pay starting with Strategic Directors and Assistant Directors.</p>	Percentage of overall performance appraisals with an equality and diversity target.	Equalities have been a key discussion in all appraisals for Managers at Special A and above. 83% of Senior Management have an equality objective goal recorded on the Evolve system. This is expected to be 100% before the end of October.
	<p>Renew focus at the Health and Wellbeing Board on equality and develop a shared vision of equality across all partners.</p> <p>Use our partnerships to drive businesses and organisations in the District to look at their own Diversity and Inclusion objectives</p>	Equality group set up and work is embedded and monitored through the District Plan.	The Wellbeing Board have established a District Wide System Equalities Group which the Council is a key member of. This Wellbeing Board has taken the Council's equality objective themes to be the District themes. The Wellbeing Board has agreed to fund a Cross System Equalities Lead.
Safe places to speak, be heard and build trust	Self-organised staff groups to be encouraged, resourced and facilitated by the Council, in particular for officers who share protected characteristics or other challenges or interests in common. Each group to be sponsored by Council Management Team and feed into wider equality work.	Staff groups created and feedback/ survey from these groups demonstrate they are valued by their members and are having an impact.	<p>Staff networks are in place for BAME, LGBTQ+, Disabled people, Carers and women. Each network is sponsored by a CMT member.</p> <p>The launch of the RESPECT campaign has set out values and behaviours in regard to equalities</p>

			<p>that are expected of all staff. This has been launched in Inclusion Week.</p> <p>'Safe space conversations' with staff have been held encouraging a better understanding of protected characteristics</p> <p>Staff groups created and feedback/survey from these groups demonstrate they are valued by their members and are having an impact.</p>
<p>Review Council's disciplinary, grievance and whistleblowing procedures and implement best practice. Publicise the existing progress, the review and any future changes to it through the internal communications processes</p> <p>Ensure robust accountability of grievance process to reflect this is a shared responsibility for all, including monthly reports from Strategic Directors to the Chief Executive and Leader on grievance processes by directorate.</p>	<p>Grievance review completed</p> <p>Reduction in average time to complete grievances</p>	<p>The grievance review has been completed.</p> <p>All grievances are now monitored by HR. 75% of grievances are closed within 140 days. The average has decreased from 136 days in Q4 to 89 days in Q1. 41% of all grievances were resolved informally. There has been increased support and coaching to managers conducting processes. Increased mediation and investigators have also been provided.</p>	
<p>Increase visibility of senior Council staff.</p> <p>Hold a series of sessions to connect people with different backgrounds to senior leaders sharing lived experiences.</p> <p>Proactively look to create safe spaces to support</p>		<p>Staff engagement sessions commenced during the Summer 2020 and have continued on a regular schedule.</p> <p>A cross teams Equality Group has been set up which meets regularly with CMT.</p>	

	<p>difficult conversations to take place so that the organisation can seek to address any unequal treatment in whatever form that might take.</p>		<p>Lived experience videos have been developed and used at the Launch of RESPECT campaign Inclusive working with different groups was profiled from work both within the Council and from external VCS partners in Inclusion Week</p>
<p>A workforce that understands the District and champions equality</p>	<p>Invest in and introduce innovative equality and diversity training or awareness methods as soon as possible. These methods should effectively challenge attitudes, behaviours and bias (conscious and unconscious).</p> <p>Review our induction programme to ensure that all officers are aware of Bradford District and its diverse communities when they enter a role at the Council.</p>		<p>Equality & Diversity e-learning is added to all new starter profiles, with a target date of 90 days to complete. This course is added as a 'complete once' e-learning package. Further learning around more detailed protected characteristics is also available. The proportion of employees who have completed equality training has doubled in the last year from 31% to over 60%.</p> <p>These are self-directed e-learning courses available on Evolve. There has been a marked increase in staff completing E&D training due to annual performance reviews (appraisals) taking place where E&D is a mandatory requirement. To increase awareness of equality, inclusion and diversity, part of the People Strategy includes the Workforce Development Plan. Listed are some of the areas of focus: A refreshed training programme on inclusion for all staff</p>

			<p>Training for all managers on leading diverse teams Development of an ally programme to support underrepresented communities A Making Connections for Managers development programme which includes modules on Inclusion and Intersectionality, Psychological Safety and Speaking Up and Compassionate Leadership Minimum number of 5 learning and development days per year per employee Online equality training is now mandatory for all staff</p> <p>The Council has launched a series of training workshops and support for Equality Impact Assessments</p>
	All staff volunteer one day a year across the service where staff can interact and engage with communities.		This is ongoing
	Capture stories of our communities and the impact we make, particularly emphasising where finance, legal and procurement play a role to make this happen.		This is an on-going project led by the Bradford for Everyone Team

Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.			
Desired outcome	Action	Success measure	Progress update September 2021
Ensure that every employee feels included, are able to bring their whole self to work and that barriers to success are removed.	Undertake staff engagement through staff surveys and also, re-establishment of self-organised/directed staff networks groups.	Improved satisfaction results Improved workforce diversity particularly at senior grades	Staff engagement session with senior leadership have taken place starting in summer 2020 The staff groups have hosted sessions for staff within the council to increase understanding of issues faced by different protected characteristics. BAME staff at senior grades has increased from 18.4% in June 202 to 20.1% in June 2021. There is recognition of the need to work on developing the confidence of staff from LGBTQ+ and Disabled groups in disclosing their protected characteristic in staff surveys
	Review and refresh of policies and procedures and in-sourced HR Advisory approach	Employee Relations case durations reduced	HR Advisory has now been brought in house from August 2021
Supporting every employee to reach their full potential through our approach to learning and development.	Complete refresh of talent development programmes Refreshed equality and diversity training that includes unconscious bias and cultural awareness Management training programme developed	Minimum number of 5 learning and development days per year per employee Increase percentage of diversity in Special Grades achieved through talent development programme Increased completion and equalities awareness through	Increase percentage of diversity in Special Grades achieved through talent development programme Increased completion and equalities awareness through mandatory equality and diversity training. This has increased by 17% from the previous year

Objective 2 - Work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.			
Desired outcome	Action	Success measure	Progress update September 2021
		mandatory equality and diversity training	Management and leadership development programme/s in place and performance reported. Staff training and development sessions / online using Evolve.
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development.	Review approach to attraction, recruitment and selection and remove barriers. Mandatory diverse interview panels are expected. Consider introducing Mandatory Ethnicity Pay Gap Reporting alongside the existing mandatory requirement for employers with 250 or more employees to publish their gender pay gap	Increase diversity in senior grades Increase self-declaration rates Monitor and report performance on recruitment and workforce diversity and increases through recruitment and selection and promotion	BAME staff at senior grades has increased from 18.4% in June 2020 to 20.1% in June 2021. Self-declaration rates remain low in LGBTQ+ staff. this is being addressed through the staff networks and the high-profile Stonewall work. Bradford reported on the ethnicity pay gap in 2021.

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.			
Desired outcome	Action	Success measure	Progress update September 2021
		Statistically valid response rate increased	Advice is available to teams, but this is a key focus when the new Head of Service for Marketing and

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

Desired outcome	Action	Success measure	Progress update September 2021
	Easy to Read Guide (check list) is provided on how to effectively carry out consultations and surveys.	Geographic and diversity of respondents is reflective of population.	Communications starts in a joint piece of work with Policy and all Council Teams. This will learn from work undertaken through Bradford for Everyone Team.
	<p>Review and publicise more effectively the different routes in which communities can get involved in the Council and this is promoted widely via People Can and BDMC website.</p> <p>Review our decision making processes and how we involve diverse communities.</p> <p>Work with commissioning and procurement on different ways to involve people in decision making such as participatory budgeting.</p>	<p>Website tracks engagement levels through traffic data and enquiries sent.</p> <p>Involvement of diverse communities is increased.</p> <p>Involvement of communities in decision making is increased.</p>	<p>This continues to be promoted and a review of the website is underway.</p> <p>Social Value is in place in the Procurement Strategy.</p> <p>This will learn from work undertaken through Bradford for Everyone Team.</p>
	All Boards will commit to a set of diversity, equality and inclusion principles and measures for example, all will need to appoint local people that reflect the makeup of the District.	Target is set for each partnership and monitored.	This is ongoing and in the role of the Equalities Lead Officer to lead on.
Decision making is communicated Build capacity and understanding of	Mechanisms in place to encourage and enable underrepresented groups to contribute to discussions in a safe and supported way	Involvement of communities in decision making is increased.	This is being led through the work of Bradford for Everyone.
	All staff volunteer two days a year in the VCS.	Social value indicator	This is ongoing

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

Desired outcome	Action	Success measure	Progress update September 2021
Working with communities Decision making is communicated	Deliver and promote accessible services for all by reviewing bi-annually accessibility and equality needs through peer to peer service reviews, for example a day interviewing staff.	Services reach satisfactory, good or excellent.	An LGA Peer Review on Equalities is being undertaken in November 2021.
Hate crime is reduced/ eradicated	We will understand the impact of our decisions and develop clear mitigation reducing any negative impact by logging all decisions clearly with their equality impact. All staff are trained and supported on how to complete Equality Impact Assessments.		The Council has begun the rollout of training sessions on EIA's for officers. EIA Champions are being recruited from staff networks and the VCS.
People are empowered to challenge discrimination, prejudice and racism Hate crime is reduced/ eradicated	Communicate our decisions in a balanced and sensitive way by ensuring that staff understand what could be interpreted as inciting community tensions and using up-to-date terminology.	Increased confidence. Increase understanding.	Staff training on equality will be addressing this over the next 12 months. The RESPECT campaign and its staff safe space workshops also address the issue of terminology for communities and protected characteristics
	Continue to work with partners to operate zero tolerance to hate crime in all its forms across our District	Hate crime decreases. Hate crime reporting increases.	In terms of what we are doing to reduce hate crime, CBMDC have contracted the Bradford Hate Crime Alliance to: Provide hate crime awareness training to targeted community groups, i.e. those that are deemed to be a higher risk of suffering hate

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

Desired outcome	Action	Success measure	Progress update September 2021
			<p>crime such as African Caribbean and African, Asian Women, Faith and disabilities. Encourage people to report hate crime by providing 28 independent hate crime reporting centres across the District. Provide support and help to hate crime victims. Arrange hate crime awareness events and activities throughout the year and especially during the annual hate crime awareness week. 9th -16th Oct this year.</p> <p>The Hate Crime Strategic Management Group, comprising of partnership organisations CBMDC, WYP, BHCA, Victims Support and Restorative Justice, meets once every 2-months to discuss all hate crime matters in our District including HC data, events, local and national issues that impact hate crime, etc. Bradford Districts Hate Crime Strategy 2021-24 will be launched on Monday 11th October 2021 at an event</p>

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

Desired outcome	Action	Success measure	Progress update September 2021
			organised at the Carlisle Business Centre.
	Ensure that our communities and staff that work in customer service facing roles are trained on effective facilitation, reassurance and mediation.	Increased confidence Number of complaints reduced.	Work to commence in 2022 as part of the Workforce Development Strategy.
	All staff actively promote the use of 'District Shared Values'. Staff are held accountable to the values in their annual appraisals. Communities and District Partnerships sign up to these.	Number of appraisals successfully completed. Reduction of discrimination cases.	Performance in relation to appraisals has improved over the last year to 55.7% for the 12 months to March 2020 (from 49.6% for the same period the previous year). Bradford district become one of five integration areas as part of the Integrated Communities Strategy (March 2018). During the two years that preceded the outbreak of coronavirus we invested in 50+ projects, in over 24 wards and implemented programmes to strengthen social cohesion and integration locally. The Belong and University of Kent national research shows local areas that invested in social cohesion programmes are faring better in the midst of the Covid-19 pandemic compared to

Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.

Desired outcome	Action	Success measure	Progress update September 2021
			other cities with higher levels of resilience, hope and cohesion.
People get along together across communities	<p>All staff feel confident to report hate speech and hate crime.</p> <p>Staff are trained on the Anti-Rumour and Critical Thinking campaign.</p> <p>All staff know how to implement a zero tolerance policy if they see or hear a service user or resident being affected.</p>	<p>Increased confidence.</p> <p>Increase understanding.</p> <p>Reduction of discrimination cases.</p> <p>Hate crime decreases.</p> <p>Hate crime reporting increases.</p>	<p>The re-launch of the District Wide Hate crime strategy is due to happen in October in Hate crime week</p> <p>The RESPECT campaign promotes behaviours and values that are respectful to all. It stands strongly against hate crime/speech towards all protected characteristics</p> <p>Staff networks are building the confidence of staff to report hate crime</p>
Data and intelligence is gathered and shared to inform and improve services People get along together across communities	We will work with our communities to ensure that monuments and memorials across the District reflect, celebrate and commemorate the contribution of all our communities to our cultural heritage. We will also ensure that people can access the contextual information about monument or memorials such as the discriminatory practices that were acceptable at the time the monument was created.	<p>Increased confidence.</p> <p>Increase understanding.</p> <p>Hate crime decreases.</p> <p>Hate crime reporting increases.</p>	The first stage of this piece of work has been completed and its recommendations presented to CMT a phase 2 has commenced with a session on 'Communities and Inclusive commemorating' as part of Inclusion week.
Data and intelligence is gathered and	Promote good relations between and across communities by ensuring that services do not	Increased confidence.	Equality and communities training led by Bradford for Everyone was offered across sector and to VCS

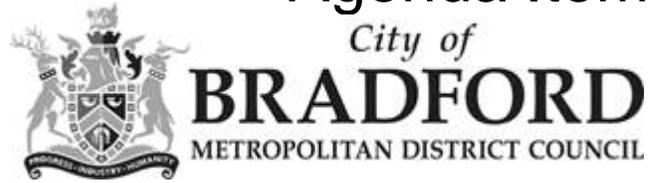
Objective 3: We will work to ensure that all service areas are encouraged to better understand our communities and actively engage our communities to participate in decision-making processes to improve the services we provide and to enable more people to take part in the life in the District.			
Desired outcome	Action	Success measure	Progress update September 2021
shared to inform and improve services	exclude groups and where possible opportunities for social mixing are created.	Demographics of participants accessing services.	organisations, offering opportunities of engagement and learning The Root out Racism launch and events in Inclusion week also presented opportunities of learning about how we work more inclusively and what we can learn from our VCS partners over the course of a series of events.
	Carry out a review service by service on what data is currently being held and what intelligence is collected and where it is stored.		This has started with a paper on recommended minimum data sets being considered by CMT.
	Agree a minimum data set and measures for each service particularly protected characteristics.		This has been completed. It was presented to CMT in June
Retain resources locally to support our people and voluntary and community sector	A central platform is developed enabling the Council and partners to access information.		This will be actioned as part of the review of what data we collect and where it is stored

Objective 4: We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide accessible information about our services.

We will aim to contract and commission services locally wherever possible.

Desired outcome	Action	Success measure	Progress update September 2021
Services meet the needs and are accessible to our communities	Develop an inclusive service and policy design guide	Participation in the design stage Equality data collected by services on usage Complaints about access to services Complaints about delivery of services	This is planned for 2022 as part of the role of the Equalities Lead Officer.
Children's needs are reflected in our services	Include Child Friendly criteria in the design guide	Newly designed services/policies meet UNICEF's Child Friendly criteria	This is under development by the Child Friendly I Programme Lead
	Develop mechanisms to enable children and young people to directly input into service and policy design	Participation in the design stage	This is under development by the Child Friendly I Programme Lead
Service design and delivery has been informed by knowledge and evidence	Ensure knowledge and evidence is available to support service and policy design	Equality data collected by services on usage	This has started with a paper on recommended minimum data sets being considered by CMT
	Review the Equality Impact Assessment process	Equality data collected by services on usage	An EIA working group is being convened to share good practice and to review the process currently being used
Communities are aware of services available to them and how to access them	Adopt the Accessible Information Standard across the Council	External review of a bundle information we provide – via service leaflets, targeted information, social media, web sites etc.	This is planned for 2022 as part of the role of the Equalities Lead Officer.
Externally provided services and commissions adhere to equality legislation and	Ensure contracts and commissions are monitored	Rate of compliance with equality requirements in contracts/commissions	This is part of the Procurement Strategy. EIA training will enable managers to understand equality implications when commissioning services.

our own requirements			
External providers reflect diversity in their workforce/are based in the District	Reflect in commissioning and procurement processes	Workforce data/location of offices/factories	There is currently a review of procurement processes to ensure that these reflect the values we have as a Council including having a representative workforce.
More of our commissions and contracts are awarded locally	Reflect in commissioning and procurement processes	% of commissions/contracts awarded locally % of local procurement spend	This is written into the Procurement Strategy. The target is 60% by 2030. COVID and PPE has impacted local spending which dropped to 33% during the pandemic. In Q1 21/22 the rolling figure had risen to 37.7% In in quarter spend in Q1 was £47.4 million spent with local businesses. Of that £45.58 million was spent with local SMEs. £84,2 million was spent in the Leeds City Region.



Report of the Executive Director of Place to the meeting of Executive to be held on 2 November 2021

AC

Subject:

Monuments Review – project report

Summary statement:

This is the report of Phase 2 of the externally led Monuments Review, which has taken forward and implemented the recommendations from Phase 1. Much has been achieved in fulfilment of the ambition to increase awareness and understanding of our key local statues and any links to colonialism and slavery; to create educational resources; and to provide opportunities for communities to tell their diverse stories.

Whilst the driver and starting point for this project was Black Lives Matter, the learning from this project now needs to be taken forward and embedded in the Council's approach to diversity and inclusion and to representation of *all* our communities in the public realm. The work does not stop here, but will continue as part of our plans for Bradford2025, the regeneration of the city centre, and through our strategies for place-making and heritage across the District.

Thanks are due to the external Steering Group for their invaluable help in conducting this Review, which has already started to have a wider impact on thinking about representation – who, how and why we should publicly recognise individuals and groups. As well as the learning materials created, the Group will have a lasting legacy through its involvement in ongoing work with committees related to Blue Plaques and a Commonwealth War memorial, and with an offer to remaining a sounding board for the Council on relevant issues.

Jason Longhurst
Director of Place

Portfolio:

Cllr Sarah Ferriby

Report Contact: Christine May,
Interim Head of Libraries
Phone: 07970 829265
E-mail: christine.may@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration and Environment

EQUALITY & DIVERSITY:

This Review links to the Council's principle of making sure that Council activity helps to reduce inequality and provides opportunities for everyone. It was carried out in response to the Black Lives Matter movement and is rooted in the Council's commitment to Equality, Diversity and Inclusion. If the recommendations of the Steering Group are adopted, this should result in greater equality and diversity of representation in Bradford's public realm in future, and a greater understanding of the achievements, contribution and role of people from our diverse communities in helping shape the history of the District.

1. SUMMARY

This is the second and final report of the externally-led Review of monuments and statues across Bradford District.

In the first phase, the Steering Group expressed its unanimous view that we should not seek to erase any aspect of our history or tear down existing monuments, but focus instead on telling a more complete story about the people our monuments represent, in a balanced way that avoids depicting people as 'heroes' or 'villains', whilst not excusing any atrocities linked to slavery and colonialism.

Further work has now been completed to fulfil this ambition so that everyone across the District can access nuanced information about the people depicted in our key monuments and their achievements. And they can participate in the ongoing 'conversation' about who should be celebrated in the public realm and why – whether through their learning at school, by engaging with our museums, galleries, libraries and archives, by submitting information online, or by nominating people from within our diverse communities who have made a significant contribution to the life of the City, District and beyond. Underpinning this work has been the shared and fundamental view of the Steering Group that Bradford is a place made up of many different communities, whose stories deserve – but remain to be - fully told.

The Group has sought to lay the path for others to take this work forward, by sharing information about all the different ways in which individuals across the District can be recognised for their achievements, and by bringing together in one place all the information we have amassed. The Review has served as a catalyst to prompt thinking about better representation in the public realm, and themes of diversity and migration are being taken forward in many other projects across the District, including Bradford2025.

2. BACKGROUND

In July 2020, an externally led Steering Group was commissioned by the Leader of the Council, Cllr Susan Hinchcliffe, to conduct a Review of the monuments and statues across the District, in response to the Black Lives Matter movement.

The report of the first phase of the Review was presented to the Council's Executive on 1 December 2020, which approved the project moving ahead to Phase 2 - with a focus on working with local communities to uncover the 'untold' stories of diverse people who helped shape the District - and agreed the following recommendations:

1. That the recommendations in section 9 of the Steering Group's report be accepted:
 - (a) Not to remove or move any of the statues and monuments in our public realm, but to better interpret them and provide greater understanding of the role of colonialism in the history of Bradford District through new educational materials, working with local schools and communities, and the Council's libraries and museums services. To do this properly, additional funding is required, and we

recommend the Council applies to relevant funding bodies for project funds. [N.B. An additional £15k was agreed to continue the project].

- (b) To ensure every opportunity is taken to recognise and celebrate our diverse communities, strengthening the Council's co-ordination of Black History Month and other relevant cultural calendar events, ensuring the District's diverse stories are told.
 - (c) To ensure that the Council's policies in relation to commissioning new statues and monuments, for agreeing street names and building names, and any other ways in which the public realm commemorates individuals and communities, is diverse and inclusive.
 - (d) To ensure that the Council's processes for honouring individuals (including the Freedom of the City and other citizen awards) are diverse and inclusive.
2. That opportunities for additional funding be explored to provide for new educational materials, working with local schools and communities, and the Council's libraries and museum services.

This is the report of the second phase of the project, and summarises progress against these recommendations.

3. PROGRESS AGAINST RECOMMENDATIONS

2.1 To better interpret our statues and monuments and provide greater understanding of the role of colonialism in the history of Bradford District through new educational materials, working with local schools and communities, and the Council's libraries and museum services.

A range of new interpretation and educational materials has been created by the historical researcher working with the project, Penny Green. These materials have been added to the Council's Local Studies web site at:
<https://bradfordlocalstudies.wordpress.com/2605-2/>.

Firstly, a set of 'pen portraits' of the key local figures represented in local public monuments has been created. These have been carefully crafted to explain the achievements that made these figures famous, whilst also setting them in the context of their time and revealing aspects of their history linked to colonialism. This is not done to detract from their achievements but to provide a 'rounded' portrayal, in recognition that no-one is perfect and we are all a product of our times, upbringing and circumstances. Each pen portrait has been through a rigorous process of discussion with the Steering Group.

This information has also been linked to QR codes mounted on each of the relevant statues so that people can access it when they are out and about in our parks and public spaces where the monuments are situated. The pen portraits and other materials (see below) are also linked to the Schools Education Hub's resource website so that teachers can access them and use them in their teaching of history and across the curriculum, see <https://www.teachingschoolhub.co.uk/history..>

Penny Green and Charles Dacres (Chair of the Steering Group) led a workshop session for trainee teachers organised by Bradford Education, and also met with local History teachers to talk about the project and share the information created. These sessions demonstrated a keen interest in the work by local teachers and a real appetite for teaching a more diverse curriculum that explains the role of colonialism and the history of migration into the District.

Alongside the information about local statues and monuments, a sample educational exercise toolkit has been shared with teachers for use with pupils on field trips around the District, based on exploring our monuments. Altogether these resources are intended to be the start of a growing resource base for teachers to use locally, as well as the basis for greater general awareness and understanding of the figures represented by our statues and monuments.

Useful links have also been made with the University of Bradford and its work on decolonisation, anti-racism and diversifying the curriculum. Charles Dacres and Penny Green spoke about the work and recommendations of the Monuments Review at the 10th Diversity Interventions conference hosted by Udy Archibong and Bradford University. The Group has also made links with Professor Chris Gaffney's work to create a virtual 3D interactive map of Bradford linked to historic information and photographs. Professor Gaffney has created 3D images of the key statues as part of this work, and linked these to the pen portraits created, see <http://visualisingheritage.org/bradford-heritage-and-sculpture-trails/>

The Council's Museums and Galleries service is working on decolonisation and diversification of its collections as a key strand of its emerging strategy for the future. The service seeks to tell the diverse migration stories that underpinned the industrialisation of the District and the influences of colonialism on the District's industrial development. The service aims to ensure that all communities are reflected in its work. Recent projects include 'Proud to be from Bradford' <https://bso.bradford.gov.uk/news/19795-proud-to-be-from-bradford--everyone-can-do-something-amazing>, a series of learning resources and curriculum-linked activities based on people from Bradford who have achieved amazing things, and 'Top of Town' <https://visitbradford.wordpress.com/2021/01/12/top-of-town-bradford/> an urban regeneration project involving students, including the setting for the Richard Oastler statue.

2.2 To ensure every opportunity is taken to recognise and celebrate our diverse communities, strengthening the Council's co-ordination of Black History Month and other relevant cultural calendar events, ensuring the District's diverse stories are told.

Penny Green has worked, with input from the Group and its contacts, to create a Black History timeline for Bradford, which has also been added to the Local Studies Library website. This features key people, places and events that are important to Bradford's Black History, and demonstrates that black people have been part of the community for centuries. Again this will form the basis of a growing piece of work that will be built upon and expanded with new information added by others. The web page is accompanied by an invitation for people to get in contact and submit

their own information to augment the timeline.

Two new roles have been created to work in the Local Studies Library as part of the Government's Kickstart scheme to create jobs for 16-24 year olds on Universal Credit. These roles have been designed specifically to support and continue the work of the Monuments Review by carrying out further research and collating relevant information, including creating similar timelines for other communities.

Officers in the Council's Neighbourhood's Team have undertaken to co-ordinate the Council's approach to celebrating Black History month and other diverse cultural events, and to continue the creation of an annual calendar to assist services and organisations to get involved.

The 'Island to Island' exhibition at Cartwright Hall opened at the start of Black History month. It is a collaboration between the Windrush Generation organisation, photographer Tim Smith and Bradford Museums and Galleries and celebrates in photographs and exhibits the contribution of Bradford's Caribbean communities. The Service is also working with a young researcher from the Black community to carry out an inter-generational oral history project and will be regularly posting on social media with stories from Bradford's Black history and collections.

Bradford Museums & Galleries continue to diversify their collections and tell the stories of migration to the District through new acquisitions and new displays and exhibitions. The Service has recently acquired work by black British artist, Charmaine Watkiss, that explores identity and Syrian artist, Esna Su, that addresses experiences of women refugees. New displays using the diverse Belle Vue Studio Collection have been installed at the Industrial Museum, Cartwright Hall and the National Science and Media Museum.

Local communities will be encouraged to research and write up their own histories through workshops to be held in the Autumn, led by Nigel Grizzard (local history author, heritage tour guide and member of the Steering Group), entitled 'It's Your Story'.

One key omission noted is recognition for soldiers from Commonwealth countries who fought and died in the World Wars and more recent military campaigns. This has been brought into sharp focus with the recent Inquiry into the Commonwealth War Graves Commission, which concluded that hundreds of thousands of black and Asian service personnel who died fighting for the British Empire have not been formally commemorated in the same way as their white counterparts. The Group has met with Shape UK, an organisation that is seeking to redress this balance locally, and agreed that we need a focal point that would help local people understand the role of Commonwealth soldiers and help people from all backgrounds to feel valued in their communities. The Group fully supports the call for a monument to these soldiers in our District, and also recommends that service people from Commonwealth backgrounds are invited and included in civic events such as Remembrance Day.

Shape UK is bringing together a committee to work on this project, including members of the Monuments Review Steering Group. Bradford Museums and Galleries have done some work to identify Muslim service men during World War I,

and a large number of families with members who served in World War II were identified. This work could contribute to a more formal commemoration of Commonwealth soldiers' contributions in future. The Museums' Learning Team have also worked with others to produce the following videos:

<https://www.britishfuture.org/countries-war-threat-united-thats-really-message-needs-hammered-home-one-naz-shah-mp/>

<https://www.britishfuture.org/bradford-youth-rap-remembrance/>

This project will also build on work by Tricia Platts of the Bradford WW1 Group, who worked with Rifaquet Ali (Community Coordinator for Bradford Council) to deliver a project which made links between Bradford's diverse communities from Commonwealth countries and WW1. This work was delivered around the centenary of the Armistice and recognised the huge contribution soldiers and other personnel from these areas of the world had made in the conflict. <http://www.ww1bradford.org/>

3.3 To ensure that the Council's policies in relation to commissioning new statues and monuments, for agreeing street names and building names, and any other ways in which the public realm commemorates individuals and communities, is diverse and inclusive.

The Steering Group investigated and considered the Council's policy in relation to Street Names, with the help of the Council's Street Naming team, and found it to be a robust process that is mindful of creating the opportunity for diversity. Examples of this were provided in the report on Phase 1 of this project. However, there is no similar policy for the commissioning or accommodation of new statues and monuments across the District, which is felt to be an omission.

Similarly, consideration was made of Bradford Civic Society's Blue Plaque scheme, which is seeking to make the scheme more diverse and representative of the achievements of all our communities across the District. The Society has invited members of the Steering Group to join its Board in order to support and assist this work.

The Street Names team has collected a list of notable women from across the District in order to redress gender balance and seek opportunities to recognise more women in our street names. In order to assist with names of key individuals from our diverse communities, the Steering Group has collated an initial list of notable people who have made a significant contribution. This list will continue to be added to, and has been provided to the Street Names Team and the Civic Society for their information. The list could also start to form the basis for a more ambitious project to tell the 'Stories of Bradford' – see below.

3.4 To ensure that the Council's processes for honouring individuals (including the Freedom of the City and other citizen awards) are diverse and inclusive.

Steering Group members felt strongly that, whilst there is a range of different ways in which local people can be honoured and recognised, some communities may be unaware of this or feel that they are not entitled to receive an award or nominate others for one. Key to increasing the diversity of those put forward for awards,

therefore, is to ensure that communities are encouraged to put forward their nominations and are supported in how to do this.

The Group has pulled together an overview of honours and awards available, with information and links regarding criteria and how to apply which is now available on the Council's website <https://www.bradford.gov.uk/your-community/recognising-and-honouring-bradford-district-people/recognising-and-honouring-bradford-district-people/> . Steering Group members have already identified key individuals from the communities they represent, and the Council's Neighbourhoods Team has agreed to share information about the honours systems with the communities in which they work, and encourage them to consider who they could put forward for recognition and awards.

3.5 Ideas and funding opportunities for taking this work further

A wide range of ideas have been suggested by the Steering Group for telling the diverse stories of the people of the District. These include:

- Commissioning a second volume of the book 'Bradford's Own', featuring some of the people identified from our diverse communities whose stories have not yet been told
- Inscribing the names of individuals who have made a significant contribution to the District in a 'wall (or hall) of fame'
- Creating a series of printed and online leaflets for different communities, similar to the one Penny Green has created for Black History, or Nigel Grizzard and Benjamin Dunn's excellent Bradford Jewish History Trail
- A new permanent statue or monument representing the diversity of people in Bradford – or a series of monuments – subject to local consultation
- A new permanent 'Migration Gallery' visitor experience telling the story of migration to the District, similar to the Discovery Gallery in Newcastle, drawing on the stories of individuals from our diverse communities and signposting visitors to explore further in the museums, libraries, archives and heritage attractions across the District.
- A new permanent 'Stories of Bradford' exhibition or visitor experience which takes a thematic approach to celebrating local people who have made a significant contribution to different aspects of life in the District and beyond (sport, arts and culture, science and technology, politics, education etc.), linked to the rich resources in the Council's Libraries, Local Studies and Archives and Museums and Galleries services. Two Heritage Instigator roles and an Artist in Residence at City Hall are being appointed to help take this forward.

In order to start taking this work forward, and to ensure the outcomes of this project are embedded, an Action Plan is attached at Appendix 1.

4. FINANCIAL & RESOURCE APPRAISAL

Some of the ideas set out in section 3.5 and the recommendation to pursue this work further as part of Bradford 2025 will require external funding beyond the scope of this Review.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks. A recommendation has been made about governance in relation to decisions on future monuments in the public realm.

6. LEGAL APPRAISAL

There are no direct legal issues arising out of this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There are no significant sustainability implications.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no significant greenhouse gas emissions impacts.

7.3 COMMUNITY SAFETY IMPLICATIONS

This project aspires to foster greater knowledge and understanding of the District's history and diverse communities, and in doing so, to inspire local identity, pride and acceptance of others.

7.4 HUMAN RIGHTS ACT

There are no significant implications

7.5 TRADE UNION

There are no significant implications

7.6 WARD IMPLICATIONS

This report is relevant to all wards across the District but there are no significant implications.

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

7.8 IMPLICATIONS FOR CORPORATE PARENTING

There are no significant implications

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising.

8. NOT FOR PUBLICATION DOCUMENTS

n/a

9. OPTIONS

- (1) To accept the recommendations of the Steering Group and formally close the project
- (2) To amend the recommendations of the Steering Group and formally close the project

10. RECOMMENDATIONS

It is recommended that:

1. The Council acknowledges the work of the project in creating new educational and learning materials about our Monuments and Black History across the District, in identifying individuals from across our diverse communities who deserve recognition, and in encouraging nominations for recognition from our diverse communities; and thanks the external Steering Group for their invaluable contribution to this Review.
2. The Council fully supports the proposal to create a memorial to local soldiers from Commonwealth countries who died in the First and Second World Wars.
3. The Council adopts a transparent policy and process for making decisions about the addition of any new statues and monuments to the public realm for which it is responsible (e.g. public streets, squares and parks), that is mindful of ensuring equality and diversity of representation, and is focused on the significance of any featured individual's contribution to Bradford and beyond – in a similar way to conferring the Freedom of the City.
4. The Council uses the opportunity of the City of Culture 2025 bid to create a lasting celebration of the diversity of the District, the history of migration to Bradford, and the previously untold stories and contribution of people from across the District, noting the ideas set out in section 3.5.
5. The Council recognises the value of the Steering Group's work by continuing to use it as a reference group for relevant issues and decisions as required, for example in relation to the current consideration of post-Covid commemorations and memorials.

11. APPENDICES

1. Action Plan for embedding and taking forward the ideas and learning from the Monuments Review.

12. BACKGROUND DOCUMENTS

Report of Phase 1 of the Monuments Review to Executive, 1 December 2020:

<https://bradford.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=7340&Ver=4>

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Monuments Review – Action plan for embedding and taking forward

Purpose:

To create a lasting legacy from the Monuments Review that ensures the learning and outcomes are embedded in the work of the Council, and that Bradford District's public realm is reflective of its diversity and tells a contemporary story of the people of Bradford, as a key feature of - and building block to - City of Culture 2025.

Outcome	Objectives	Actions	Who and When
<p>1. The learning and principles from the Review are embedded in the work of the Council at strategic level.</p>	<ul style="list-style-type: none"> Senior oversight and ongoing commitment at CMT level Strategic alignment of services and projects across Place supports greater diversity in the public realm 	<ul style="list-style-type: none"> The Council's Equalities Engagement Lead Officer will take over the lead role for chairing re-formed joint Working / Steering Group, with new TORs. She will represent the Group at CMT and use it as a sounding board to ensure decisions on public representation and recognition take full account of the diversity of the District The Executive Director of Place will take oversight of diverse representation in the public realm as part of a new Public Realm Strategy to be developed, starting with a workshop that took place on 23 September 2021. This will include consideration of any new permanent statues and monuments to better reflect the diversity of the District, and where these would be sited 	<p>Khalida Ashrafi. From October 2021</p> <p>Jason Longhurst. From 23 Sept 2021</p>
<p>2. The diverse stories of the people of Bradford District are captured, curated and made permanently accessible in an engaging way</p>	<ul style="list-style-type: none"> Strategic alignment and embedding of this outcome across Cultural Services including: Museums and Libraries strategies, Culture is Our Plan, ongoing cultural programming, ACE and NLHF funded projects, and City of Culture bid Gaps in existing information is identified and filled, whilst maximising the use of existing resources Creation of a new visitor destination as part of the redevelopment of City Hall, which tells the Stories of Bradford 	<ul style="list-style-type: none"> 2 x Kickstart roles in Libraries (Local Studies) will collate all the information that already exists about our diverse communities' stories from previous projects and written works, and identify gaps (funded) 'It's Your Story' workshops in Autumn 2021 run by Nigel Grizzard, local community historian, will encourage people to work with their communities to capture and write up their histories (funded) Windrush Community Stories Project will undertake intergenerational work with young people in older people's settings to capture oral histories with a range of educational and community outputs, including a toolkit for other communities to carry out similar projects (funded) 2 x Heritage Instigator roles will help to build skills and capacity for people to tell their own stories and explore their places within Bradford's wider history and heritage, with a view to stimulating bids to the Council's Cultural Grants Programme, which is particularly keen to support projects by, for and with people currently underrepresented in the District's heritage sector. (funded) An Artist in Residence post will engage the citizens of Bradford District in their stories and imagination in what the future of a civic space like City Hall could be. The post holder will animate the discussions around the future of City Hall, as part of the Council's developing Heritage Action Plan, which also ties into our Cultural Strategy and Bradford 2025 bid.(funded) The Creative High Streets project will involve street art – we will ensure that this builds on the Monuments Review work The emerging new Museums Strategy will incorporate telling the District's story of diversity and the role of colonialism in our industrial heritage as a permanent feature of museum exhibitions across the District Bradford Cultural Partnership and the Cultural Place Partnership will be used as opportunities to input and 'buy in' to this work Bradford 2025 bid – Diverse Stories and Migration are key themes 	<p>Libraries. Sept 21 – Feb 22</p> <p>Nigel Grizzard. Oct/Nov 21</p> <p>Museums. Sept 21 – Feb 22</p> <p>Culture. July 21 – June 22</p> <p>Culture. Sept 21 – Feb 22</p> <p>Culture. Ongoing.</p> <p>Museums.</p> <p>Nic Greenan. Ongoing</p> <p>Nic Greenan / Mark Dobson. Bid result Feb 2022</p>

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Report of the Strategic Director of Corporate Resources to the meeting of Executive to be held on 2nd November 2021

Subject:

AD

Council owned land at North Street/Cavendish Street, Keighley

Summary statement:

Report in respect of recommendations relating to the ePetition received by the Council to keep the land as green space which were the brownfield sites of the former Keighley College buildings on North Street and Cavendish Street, Keighley.

EQUALITY & DIVERSITY:

Equality assessments - At this stage there are no specific equality and diversity issues.

Joanne Hyde
Strategic Director Corporate Resources

**Portfolio: Regeneration, Transport &
Planning**

Report Contact: Ben Middleton,
Assistant Director Estates & Property
Phone: 07582 101816
E-mail: ben.middleton@bradford.gov.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

The Council owns two brownfield sites in the centre of Keighley on North Street and Cavendish Street, being the former Keighley College sites, the buildings have been demolished and the North Street site has been temporarily grassed over. The Council has received an ePetition from 1,929 people seeking to keep the North Street site as green space.

The petition reads “The demolition of the former Keighley College building at the top of Cavendish Street has provided Keighley Town Centre with a fantastic additional green space. It has improved the appearance of the town centre and complements the appearance of the nearby Town Hall Square. In future it could be used to hold family events and gatherings and become a place for the community and also provide outdoor education opportunities. It could also be used to plant trees in an effort to reduce harmful pollution created by traffic flowing through the town.

There are numerous possibilities and we as a community can influence this by having our say. The site is owned by Bradford Council and we are able to petition them to keep it as a Green Urban Space”.

This report sets out the history of the site, the implications of keeping the land as green space and provides an update on the current proposals for the site, and explains why they are so important to Keighley, along with a recommendation to the Executive.

2. BACKGROUND

Bradford Council owns two brownfield sites in Keighley town centre at the corner of North Street and Cavendish Street. The North Street site extends to 0.9 acres. Lord Street separates the two sites, with the Cavendish Street site extending to 0.297 acres. See appendix 1, Plan 222 v1 which identifies the location of the two sites edged red.

There have been buildings on these sites dating back to 1870, starting with the Keighley Mechanics’ Institute in 1870, the School of Science and Art Phase 2, 1886-87, North Wing Phase 3 1914, Lord Street Extension Phase 4 and c.1932 the North Extension Phase 5. Keighley College constructed the most recent building on both sites between 1965-1970, and these were occupied by the college until September 2010, with buildings occupying the majority of both sites. The land and buildings were then marketed between 2010 and 2016 with no interest, and were subsequently demolished in two phases, the buildings on the larger North Street site were demolished in 2017, following which the site was then grassed over to provide a meanwhile use, and the buildings on the smaller Cavendish St site were demolished in 2019, with the surface left with hard core and hoarding retained around the site. Both sites are brownfield sites and have never been designated as public realm sites.

Circa 2005, the Airedale Masterplan considered opportunities; in particular, a focus on Keighley Town centre and a proposal that Keighley College be relocated and the town centre sites redeveloped. At the time Keighley College received poor Ofsted reports, with the College’s aging premises and multi-site operation highlighted as significant factors contributing to poor performance. Keighley College was subsequently taken over by Leeds City College, and with the provision of Learning and Skills Council funding, developed a new campus adjacent to Keighley railway station. Additional funding was

required for the railway station car park and public realm improvements which were not part of the college redevelopment, but a benefit to the town.

Yorkshire Forward provided a grant to the Council of £4,114,000 to enable the Council to acquire the three properties that had comprised what was the Keighley College campus, to include Stamp Duty costs and an allowance for 'Ongoing Management Costs'. This grant funding to the Council to purchase the college buildings was as part of the Government's "Urban Renaissance" agenda.

In order to secure the funding package, the Council entered into an agreement with Yorkshire Forward dated 31st August 2006 (attached as appendix 2 hereafter called the Agreement) which, amongst other matters, sets out the obligations of the Council on the future use of the sites and any proceeds of sale. The successor body to Yorkshire Forward for the purposes of the Agreement is Homes England (HE).

The Agreement is complex, however, the key elements that need to be considered in considering this matter are that the Regional Development Agencies Act 1998 gave power to Yorkshire Forward to facilitate the following objectives:

1. To further the economic development and regeneration of Yorkshire and the Humber;
2. To promote business efficiency, investment and competitiveness in the area;
3. To promote employment in the area;
4. To enhance the development application of skills relevant to employment in the area;
5. To contribute to the achievement of sustainable development in the United Kingdom.

The Agreement further sets out that –

- B. Yorkshire Forward has prepared and published the Regional Economic Strategy which sets out an agenda and priorities for achieving the objectives set out above.
- C. The Council has requested grant funding from Yorkshire Forward for the Acquisition which will be used and/or developed as part of the Airedale Masterplan and other projects falling within one or more of the objectives referred to above.
- D. Yorkshire Forward has agreed to provide the Grant for the Acquisition subject to and on the basis of the terms and conditions as set out in the Agreement.

Further conditions explicit in the agreement are that the Council should –

- a. Submit to Yorkshire Forward (now HE) detailed proposals relating to the use and development of the property, such proposals falling within one or more of the objectives above.
- b. Obtain Yorkshire Forward's (now HE) prior written approval to such detailed proposals.
- c. Any proceeds of sale would be returned to Yorkshire Forward (now HE)

The report of the Strategic Director of Regeneration to the meeting of Executive held on 13th January 2016 sets out the progress made by the Council's Estates Team on the Keighley Public Sector/Community Hub project proposal and required approval to progress the project to delivery. Within the wider One Public Estate Programme initiative,

the Council, acting as Lead Authority on this collaborative project which included four other public sector partners, proposed the consolidation of premises and services across the Keighley area into a new build on an existing vacant Council freehold site, to create a Community/Public Sector Hub in Keighley Town Centre.

It was envisaged that the Community/Public Sector Hub would provide a 'one stop shop' health hub in the town centre of Keighley.

The recommendation was supported, and the principal of delivering the health hub on this site remains a commitment by the Council, and planning consent was granted for an outline application for public sector hub in July 2016.

Following an increasing number of break-ins and vandalism, and at the time no prospect of redevelopment, a decision was taken to demolish the building on the North Street site, and this was completed by the end of 2017. The total cost of demolition was in £403,000.

In February 2018, interest was expressed by West Yorkshire Police to acquire the Cavendish Street site for a new town centre police station. Heads of Terms to dispose of that element of the ownership were agreed.

In the latter part of 2019, that building was demolished at a cost of £212,000.

In the latter part of 2020, West Yorkshire Police advised the Council, that the Cavendish Street site was too small for their town centre requirement and enquired about siting their development on the larger North Street site. The Council is in on-going discussions with the Police to see if their requirement along with the Health & Wellbeing requirements could be accommodated adjacent to each other by considering the two sites holistically.

3. CURRENT SITUATION

The need for green spaces in our towns and cities is well understood, in terms of the contribution they make to air quality, biodiversity and public health and wellbeing, however both of these sites are brownfield and have never been designated as public realm sites.

The sites are not allocated/designated for a specific use in the RUDP, however, they do fall within the defined town centre and within the Keighley conservation area, the college sites have not been identified as open space, in the Council's open space audit.

The allocation of land for specific uses in statutory planning policy is being delivered through the Bradford District Local Plan. The Emerging Local Plan has already gone through various stages of public consultation and has an extensive evidence base, including an Open Space Needs and Demand Assessment completed in August 2020, and an Open Space Audit completed in February 2021. The Draft Bradford District Local Plan Policies Map shows the present view of land allocations for specific uses. All these documents and maps are available to view online at the Council's website.

The draft Local Plan aims to increase greenspace provision through a number of policies and by requiring new space to be incorporated as part of new building developments. This along with specific projects to improve the public realm will see additional green spaces being provided throughout the District. The Local Plan recognises the importance of green infrastructure in improving the health and well-being of the community as well as providing

sustainable drainage benefits, helping to mitigate the effects of climate change and improving air quality.

The former Keighley College sites were acquired by the Council with funding from Yorkshire Forward on the basis that it would be redeveloped for employment use to deliver regeneration to Keighley town centre. The North Street site's current use is a temporary meanwhile use pending redevelopment. The latest proposal for this has secured funding through the Keighley Towns Fund Board, who have had extensive discussions about its designation for use as a state-of-the-art health and wellbeing centre. Further consultation and engagement will be available through the Towns Fund process. The planning process will also offer an opportunity for public engagement and comment on the re-use of the site, and the specific design solution proposed for the health and wellbeing centre.

The need for better access to health services, as well as the importance of green spaces, were outcomes of the public consultations made by the local Keighley Towns Fund Board to inform the creation of the Town Investment Plan. Keighley has several fantastic green spaces, and the Council is committed to maintaining and improving green spaces which are accessible to the public.

Proposed Health & Wellbeing Centre and town centre police station to be developed across both sites

In respect of the current development proposals, Airedale NHS Foundation Trust submitted a bid on behalf of a Health Consortium made up of a number of health and care partner organisations, to the Keighley Towns Fund to create a centrally located Keighley Community Health and Wellbeing Centre. The fact that the subject site is owned by the public sector provides certainty on deliverability - there are no other sites in public ownership, which are available on which to deliver this project in the town centre, and a site in private ownership will provide an additional layer of risk on deliverability and cost of acquisition.

This project will provide a 'state of the art' integrated health and wellbeing centre at the heart of Keighley, bringing together, within one high-quality, modern flexible facility, the best in physical and mental health clinical practice from partners in primary, community and secondary care, the local authority and voluntary sector, whilst making the most of training & education, workforce, estates and digital technology opportunities. It is intended to be an exemplar hub for others, to drive and demonstrate long term economic and productivity growth through investment in the health and wellbeing of our diverse town.

The project builds on the shared commitment of local health and care organisations to the 'Act as One' ethos, working together to provide optimal services to enable our residents to thrive. The case for change is increasing due to growing population needs and increasing health inequalities.

The intended health and wellbeing centre, and new model of care it enables will meet the needs of the population through a 'holistic thinking' approach and offer an alternative to the traditional silo approach to addressing physical, mental and social care needs. Depending on the scope agreed with local partners, the following services could potentially be provided from the centre so residents can have the majority of their needs met closer to home.

- GP services including self-care and prevention, extended access, social prescribing/care navigation, pro-active care packages for those most at risk of admission to hospital
- Community health services including physiotherapy, district nursing, midwifery, health visiting, diabetes, stroke rehabilitation classes, podiatry, occupational therapy.
- Mental health services
- Dental services
- Community Pharmacy
- Secondary care services including outpatients and step up/down bed facilities
- Diagnostics
- GP training hub

In order to maximise the development potential of the two former college sites, they are being considered as a holistic site opportunity – with health services occupying a large part of the site and the balance to be occupied by West Yorkshire Police as their new town centre police station. The combined development would include the potential partial closure of Lord Street, currently separating the two sites. The combined development is anticipated to extend to around 6,300 sq m, (of which 5,300 sq m comprises the health and wellbeing centre supported by the Towns Fund bid and circa 1,000 sq m to meet the needs of West Yorkshire Police). Although two physically separate developments, they would sit alongside each other to provide a range of public sector services in a single location. To date feasibility work has been undertaken, which indicates there is potential for the spatial requirements of all parties to be accommodated on the combined sites.

The Health Consortium, which includes Airedale NHS Foundation Trust, Bradford District and Craven CCG, the Modality GP partnership and Bradford District Care Trust considers the former college sites to be their preferred town centre location, because of their close proximity to the Bus Station, public car parking and other town centre facilities to ensure it was as accessible as possible for the residents of Keighley, whilst also driving significant regeneration benefits to the town through its development in this location. The preferred location was known by the Town's Fund Board when they submitted their plan.

Towns Fund Grant

Keighley and Shipley were selected by Government as two of 101 places across England eligible for investment through the Towns Fund. The Towns Fund aimed to support regeneration and economic growth in town centres.

The Towns Fund represented an opportunity for a transformational programme of activity and investment in town and high street regeneration; promoting the distinctive offer of each place, improving the resilience and sustainability of our places and communities and contributing to economic growth. It also provided an opportunity to complement and build upon the success of recent schemes in the towns.

The overarching aim of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth.

Following a bidding process at the beginning of 2021, Keighley Towns Fund Board was successful in securing government regeneration funding. Keighley will potentially receive

£33.6m Towns Fund grants.

The funding will be spent on capital projects designed to improve connectivity, improving local land use, making the best use of economic and cultural assets and improving local skills and enterprise infrastructure.

The Towns Fund Board submitted a comprehensive Town Investment Plan to the government, setting out proposals to rejuvenate the town and bolster economic growth.

Keighley's bid provided 7 projects for consideration, to include an integrated health and wellbeing centre in the heart of Keighley to bring together GP services including self-care and prevention, as well as community care, mental health, dental care services, a GP training hub and other related healthcare services.

Whilst not specifically identified for the purposes of the bid, the subject site on North Street/Cavendish Street has been selected as the preferred location for this development by the Health Consortium and this was understood by the Towns Fund Board when submitting their Town Investment Plan.

Since confirmation of the bid being successful, a working party of stakeholders has been established as the "Keighley Health and Wellbeing Centre Project Board" to prepare a business plan and design to RIBA Stage 2, for submission to government by no later than June 2022, to support the initiative. Key stakeholders in the project include NHS England; Airedale NHS Foundation Trust; Bradford District Care NHS Foundation Trust; Wharfedale, Airedale & Craven Alliance; Affinity Care and Bradford Council. West Yorkshire Police also sit on the board, as it is proposed that their new police town centre building will sit within the overall development, but will be independently financed.

The Project Board is committed to delivering a high quality design, due to it being a landmark development site in Keighley town centre; within a conservation area.

This Board meets every month to drive this development forward. The detailed specification and size of scheme is to be established, however it is envisaged that the combined development could be in excess of 6,000 sq.m (65,000sq ft).

Following confirmation that the Consortium's bid had been successful in the first round of the Towns fund application, it now has circa 9 months remaining in which to complete a Treasury Green Book Evaluation of the site, in order to secure the Keighley Towns Fund Grant.

The Bradford and Airedale Estate Partnership have been appointed as lead design consultant by the Project Board to progress the design and Business case to RIBA Stage 2, under the following approximate programme:

- Stakeholder Engagement – confirmation of tenant requirements by end Nov 21
 - Design process – October to end Dec 21
 - Design Freeze – 17th January 21
- Outline Business Case Oct 21 – March 22

- Strategic - outlining the case for change, policy drivers, Investment objectives and outcomes, stakeholder analysis
- Economic – Options appraisal, economic benefits and costs, VfM assessment, impacts and sensitivity analysis
- Financial – Summary of costs, funding sources, financial risk and mitigation
- Commercial – feasibility of project, contractual issues and approach, identification of delivery options. Workshop Jan 22
- Management – governance, timeline etc.

The design and Business Case to be submitted to the Council by April 2022, for evaluation prior to submission to the Government by June 2022.

4. OTHER CONSIDERATIONS

The Council entered into a legally binding grant agreement with Yorkshire Forward, and the purpose of that Agreement was to allow for the release of Government funding via the Yorkshire Forward Agency that facilitated the development of the new Keighley College campus. The grant provided under the Agreement paid for the acquisition of the former college buildings to ensure that their future development, and the grants provided, would fulfil the statutory obligations of the Agency. As summarised above and relating to economic regeneration and the creation of jobs and skills. Furthermore, the Council is required under the Agreement to seek consent from Yorkshire Forward (now HE) to the proposed use.

The Council has an on-going dialogue with HE in order to keep them advised on progress and options available. This included the progress on the Health & Wellbeing centre together with and a dialogue in respect of the ePetition to retain the land as green space. The Council received a response from HE on 22nd September 2021 which advised that “Homes England would be unlikely to support the Council bringing forward a public open space scheme at the Property. This action would likely be treated as an Event of Default and would entitle Homes England to follow the Termination mechanism under the Funding Agreement and pursue against the Council the various remedies available under clause 15 of the Agreement”.

Please note that the remedies available to HE under clause 15 of the Agreement include clawback of part or all of the grant funding or alternatively HE can direct the Council to sell the land to HE for £1 (the Council will be responsible for any SDLT payable) or HE could direct that Council sell the land on the open market for best consideration with all proceeds of sale to be paid to HE

Whilst the Council has not made formal request to HE for the future use of the land as green space, the HE’s response to the Council’s initial enquiry provides a clear indication that such a request would likely be rejected. If the Council were to proceed, HE would seek legal remedy which would have significant financial implications for the Council.

It should also be noted that HE acknowledges the potential delivery of a public sector health centre on the site. It is proposed to seek formal consent to that use once a design to RIBA Stage 2 has been achieved.

The Public Sector Health and Wellbeing centre has been a commitment from the Council

for some years. The site is owned and is in the control of the Council, and to that extent the site can be delivered, which introduces a degree of certainty to the process that would not be available to sites in private ownership. Failure to deliver the scheme could lose the opportunity to address health inequalities in Keighley and the potential to concentrate 200 jobs, 50 of them new, into the town centre, thereby aiding regeneration of the town centre.

5. FINANCIAL & RESOURCE APPRAISAL

It should be noted from the foregoing that if the Council were to proceed with the site as “green space” that under the terms of the Yorkshire forward funding agreement, HE would likely treat that “as Event of Default and would entitle Homes England to follow the Termination mechanism under the Funding Agreement and pursue against the Council the various remedies available under clause 15 of the Agreement”.

The remedies available to HE under clause 15 of the Agreement include clawback of part or all of the grant funding or HE can direct the Council sell the land to HE for £1 (the Council will be responsible for any SDLT payable) or HE could direct that Council sell the land on the open market for best consideration with all proceeds of sale to be paid to HE

The amount of funding provided to the Council under Agreement was £4,114,000. If HE required clawback of the entire amount of the grant the cost would be significant for the Council. In addition, the Council would also suffer severe reputational damage by being in breach of the Agreement that involved the provision of Government grant funding for specific purposes.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

Under the terms of the Agreement, the Council requires consent from HE for the proposed use of the sites. If HE are not prepared to provide consent to the use, the Council would be in breach of the Agreement if it continued with a use which was not approved by HE.

There are significant risks for the Council should it be in breach of the Agreement given the remedies available to HE which include clawback of part or all of the grant funding plus interest as prescribed in the Agreement or alternatively HE can direct the Council sell the land to HE for £1 (the Council will be responsible for any SDLT payable) or HE could direct that Council sell the land on the open market for best consideration with all proceeds of sale to be paid to HE.

The amount of funding provided to the Council under Agreement was £4,114,000. So if HE required clawback of the entire amount of the grant the cost would be considerable for the Council. Alternatively, if HE directed that the land is sold to them for £1 or sold on the open market, the Council will have little control over the future use of the sites.

In addition, the Council would also suffer severe reputational damage by being in breach of the Agreement that involved the provision of Government grant funding for specific purposes.

Consideration would also need to be given to the potential risks of the Towns Fund grant allocation for the Health & Wellbeing Hub of circa £3.4m.

7. LEGAL APPRAISAL

The Council is not free to deal with the sites as it wishes given the contractual obligations it has under the Funding Agreement with Yorkshire Forward as detailed in this report. The successor body for Yorkshire Forward for the purposes of the Agreement is Homes England (HE).

The amount of grant funding provided to the Council under the Agreement was £4,114,000 for the acquisition of the properties being the former site of Keighley College, the Agreement included provisions covering future use and development of the properties which include economic, employment and regeneration objectives as detailed in the Agreement.

Under the terms of the Agreement any change of use of the property or implementation of any planning permission requires HE's prior written consent, such consent is at the absolute discretion of HE.

If HE are not prepared to provide consent to a particular use proposed by the Council, the Council would be in breach of the Agreement if it continued with a use which was not approved by HE.

The Agreement provides a number of remedies for HE should the Council fail to comply with its obligations under the Agreement which would be considered as "an Event of Default" by the Council which entitles HE to serve a Termination Notice on the Council.

The remedies available to HE on service of a Termination Notice include clawback of part or all of the grant funding plus interest as prescribed in the Agreement or alternatively HE can direct the Council sell the land to HE for £1 (the Council will be responsible for any SDLT payable) or HE could direct that Council sell the land on the open market for best consideration with all proceeds of sale to be paid to HE.

If HE required clawback of the entire amount of the grant the cost would be considerable for the Council. Alternatively, if HE directed that the land is sold to them for £1 or sold on the open market, the Council will have little control over the future use of the sites.

8. OTHER IMPLICATIONS

8.1 SUSTAINABILITY IMPLICATIONS

There are no sustainability issues at this time.

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no greenhouse gas emission implications at this time.

8.3 COMMUNITY SAFETY IMPLICATIONS

There are no community safety implications at this time.

8.4 HUMAN RIGHTS ACT

There are no Human Rights issues at this time.

8.5 TRADE UNION

There are no trade union implications at this time.

8.6 WARD IMPLICATIONS

The sites sit within the Keighley Central ward.

8.7 IMPLICATIONS FOR CORPORATE PARENTING

None

8.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable.

9. NOT FOR PUBLICATION DOCUMENTS

None

10. OPTIONS

1. To accept the ePetition and retain the North St site as green space.
2. To reject the ePetition and progress with the proposal for the development of the Health and Wellbeing centre on the sites as detailed in this report.

11. RECOMMENDATIONS

To reject the ePetition and progress with the proposal for the development of the Health and Wellbeing centre on the sites as detailed in this report.

12. APPENDICES

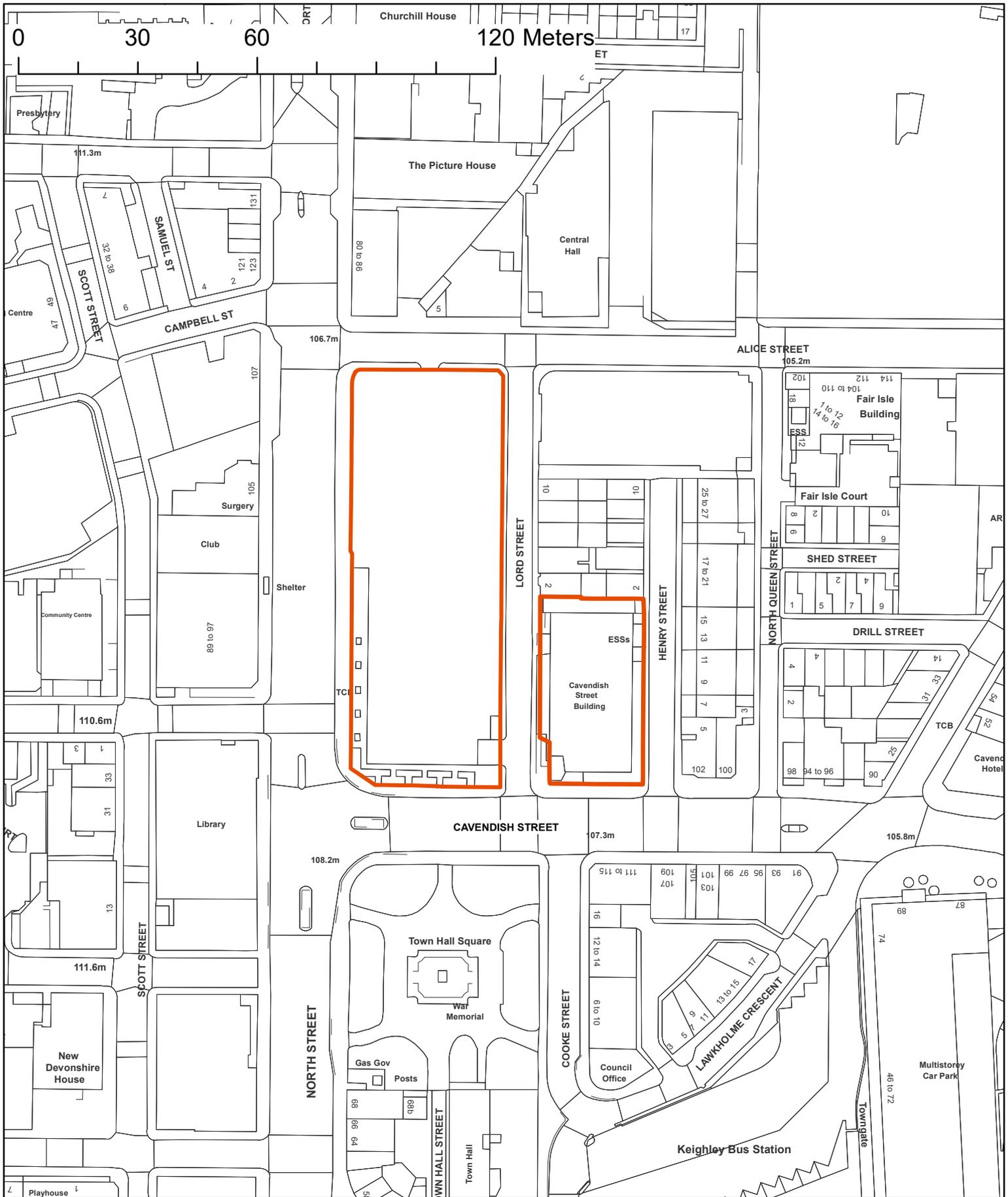
1. Appendix 1 – Sites plan.
2. Appendix 2 - Yorkshire Forward Funding Agreement dated 31st August 2006

13. BACKGROUND DOCUMENTS

None

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Keighley College Sites, North Street & Cavendish Street - ARN58757 & ARN58905



SE0641
 Scale at A4
 1:1,250
 N


Plan Number: 222
 Version: 1
 Officer: KRL
 Case Officer: AR
 Date: 29/09/2021
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City of
BRADFORD
 METROPOLITAN DISTRICT COUNCIL

Corporate Resources
 Estates & Property
 1st Floor Argus Chambers

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DATED _____ 2006

YORKSHIRE FORWARD

(YORKSHIRE & HUMBER REGIONAL DEVELOPMENT AGENCY) (1)

and

CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL (2)

YORKSHIRE FORWARD FUNDING AGREEMENT

relating to

the Acquisition of *Keighley College*

WALKER MORRIS

Kings Court
12 King Street
LEEDS
LS1 2HL
Tel: 0113 2832500
Fax: 0113 2459412

Ref: ROH/SJN/YOR.631-31

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PARTICULARS

Terms

Definitions

ACQUISITION DATE

31 August 2006

THE COUNCIL

City of Bradford Metropolitan District Council whose head office is at City Hall, Centenary Square, Bradford BD1 1HY

COUNCIL REPRESENTATIVE

Simon Woodhurst, Regeneration Development Manager, City of Bradford Metropolitan District Council, Department of Regeneration, Olicana House, 35 Chapel Street, Bradford BD1 5RE, or such other person or persons from time to time appointed in replacement by The Council.

COUNCIL'S BANK ACCOUNT

Account Name: City of Bradford Metropolitan District Council Account No. 100072 with NatWest Bank Plc of City Centre Branch, Hustlergate, Bradford, BD1 1RE Sort Code 56-00-36

EFFECTIVE DATE

the date of execution of this Agreement or 31 August 2006, whichever is the earlier

MAXIMUM AMOUNT

The maximum amount available to be claimed by the Council under this Agreement being (subject to Clauses 11.3 and 11.4 and any other provisions of this Agreement) set out in the Payment Schedule.

PROPERTY

The freehold property known as Land and Buildings at Cavendish Street, Keighley BD21 3DF registered under title number WYK796855, the freehold property known as North Street, Keighley registered under title number WYK789499 and the freehold property known as the Harold Town Building, Chesham Street,

Keighley BD21 4LG registered under title number WYK125244.

TERM

The period from the Effective Date until the earlier of:

- (a) disposal of the Property by the Council in accordance with this Agreement and payment of capital receipt to Yorkshire Forward pursuant to Clause 16; and
- (b) early termination in accordance with Clause 15 of this Agreement and satisfaction by the Council of all Grant re-payment conditions.

YORKSHIRE FORWARD

Yorkshire Forward (Yorkshire & Humber Regional Development Agency) of Victoria House, 2 Victoria Place, Leeds LS11 5AE

YORKSHIRE FORWARD'S BANK ACCOUNT

Account Name: Yorkshire Forward (Yorkshire and Humber Regional Development Agency)
Account No. 50423165 with Barclays Bank Plc of 77, Albion Street, Leeds LS1 5LD Sort Code 20-48-46

YORKSHIRE FORWARD'S REPRESENTATIVE

Dennis MacInnes of Yorkshire Forward, Mercury House, 4 Manchester Road, Bradford BD5 0QL, or such other person or persons from time to time appointed in replacement by Yorkshire Forward.

BETWEEN:

- (1) **YORKSHIRE FORWARD (YORKSHIRE & HUMBER REGIONAL DEVELOPMENT AGENCY)** whose head office is at Victoria House, 2 Victoria Place, Leeds, LS11 5AE ("**Yorkshire Forward**"); and
- (2) **CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL**(as described in the Particulars) ("**the Council**")

RECITALS:

- (A) Sections 4 and 5 of the Regional Development Agencies Act 1998 give power to Yorkshire Forward to do anything that facilitates the objectives set out below:
 - (i) To further the economic development and regeneration of Yorkshire and the Humber;
 - (ii) To promote business efficiency, investment and competitiveness in the area;
 - (iii) To promote employment in the area;
 - (iv) To enhance the development application of skills relevant to employment in the area;
and
 - (v) To contribute to the achievement of sustainable development in the United Kingdom.
- (B) Yorkshire Forward has prepared and published the Regional Economic Strategy which sets out an agenda and priorities for achieving the objectives set out above.
- (C) The Council has requested grant funding from Yorkshire Forward for the Acquisition which will be used and/or developed as part of the Airedale Masterplan and other projects falling within one or more of the objectives referred to above.
- (D) Yorkshire Forward has agreed to provide the Grant for the Acquisition subject to and on the basis of the terms and conditions set out below.

IT IS AGREED as follows:

1 DEFINITIONS AND INTERPRETATION

- 1.1 In this Agreement, unless the context otherwise requires:

- 1.1.1 the words and expressions set out in Schedule 1 (Definitions) and the Particulars shall have the meanings ascribed therein;
- 1.1.2 references to Clauses, sub-clauses and Schedules are to clauses, sub-clauses and schedules in this Agreement unless otherwise stated;
- 1.1.3 headings are for convenience only and shall not affect the interpretation of this Agreement;
- 1.1.4 references to the masculine include the feminine and the neuter, and the singular shall include the plural, and vice versa as the context admits or requires;
- 1.1.5 references to any statute or statutory provision shall, unless the context otherwise requires, be construed as a reference to that statute or statutory provision as from time to time amended, consolidated, modified, extended, re-enacted or replaced;
- 1.1.6 wherever in this Agreement there is a right of inspection for Yorkshire Forward in relation to the Acquisition including (without limitation) a right to review, inspect and copy any documentation and right of entry on to any premises to review the Acquisition or to inspect any documentation such rights shall extend to any agents, employees or licensees nominated from time to time by Yorkshire Forward;
- 1.1.7 all the schedules shall be part of this Agreement and all the obligations of the parties contained therein are legal and binding obligations in this Agreement;

2 DURATION

- 2.1 This Agreement shall commence on the Effective Date and shall continue for the duration of the Term.

3 COUNCIL'S WARRANTIES AND REPRESENTATIONS

- 3.1 The Council represents and warrants to Yorkshire Forward that:
 - 3.1.1 the execution on behalf of the Council of this Agreement has been validly authorised and the obligations expressed as being assumed by the Council under this Agreement constitute valid legal and binding obligations of the Council enforceable against the Council in accordance with their terms;

- 3.1.2 neither the execution of this Agreement by the Council nor the performance or observation of any of its obligations under it will:
- (a) conflict with or result in any breach of any law or enactment or any deed, agreement or other instrument, obligation or duty to which the Council is bound; or
 - (b) cause any limitation on any of the powers whatsoever of the Council to be exceeded;
- 3.1.3 the Council is not in default under any law or enactment or under any deed, agreement or other instrument or obligation by which it is bound so as to affect adversely its ability to perform its obligations under this Agreement;
- 3.1.4 all Consents required in connection with the execution, delivery, issue, validity or enforceability of this Agreement have been obtained and have not been withdrawn;
- 3.1.5 all information, estimates, documents and accounts of the Council submitted to Yorkshire Forward for its appraisal of the Acquisition for the purposes of this Agreement are true and accurate and no change has occurred since the date on which such information was supplied which renders the same untrue or misleading in any respect;
- 3.1.6 the Council has disclosed to Yorkshire Forward all information which would or might reasonably be thought to influence Yorkshire Forward in awarding the Grant to the Council or the amount thereof;
- 3.1.7 the Council is not aware, after due enquiry, of anything which materially threatens the delivery and completion of the Acquisition in accordance with this Agreement;
- 3.1.8 no Event of Default has occurred and is continuing; and
- 3.1.9 the representations in Clauses 3.1.1–3.1.8 above will be deemed to be repeated by the Council when each claim for an instalment of Grant is submitted pursuant to Clause 11 as if made with reference to the facts and circumstances existing at such date,

and the Council acknowledges that Yorkshire Forward has relied on and will rely on this information in agreeing to pay the Grant.

4 TERMS & CONDITIONS OF FUNDING

4.1 Yorkshire Forward has agreed to make the Grant available to the Council for the Acquisition, subject to the Council:

4.1.1 completing the Acquisition by the Acquisition Date;

4.1.2 within twenty four (24) months of the Effective Date (or such other date as Yorkshire Forward may agree):

(a) submitting to Yorkshire Forward detailed proposals relating to the use and development of the Property, such proposals falling within one or more of the objectives referred to in Recitals (A) and (C); and

(b) obtaining Yorkshire Forward's prior written approval to such detailed proposals, such approval to be subject to:

(i) such revisions and amendments to the proposals; and/or

(ii) such variations to this Agreement or the entering into of any other agreement with Yorkshire Forward (which may include but is not limited to a single programme agreement),

as may be required by Yorkshire Forward in its absolute discretion;

4.1.3 complying with all the terms, conditions and obligations to be observed by it or otherwise complied with under this Agreement.

5 REGISTRATION OF TITLE TO THE PROPERTY

5.1 Upon completion of the Acquisition the Council shall or shall procure:

5.1.1 that it pays all SDLT payable in relation to the Acquisition and submits to the Inland Revenue a valid Land Transaction payment together with full payment of the SDLT payable within the requisite period for submission of such application; and

5.1.2 that it submits within the requisite priority period a valid registration application to the Land Registry with the appropriate fee together with an application for a restriction in a form required by or acceptable to the Land Registry on the registers of Title for the Property to the effect that no disposition, dealing with or charge of such title is to be registered without the prior written consent of Yorkshire Forward unless the Chief Land Registrar orders otherwise.

5.2 The Council shall respond diligently (and Yorkshire Forward will assist the Council) to any requisition raised by the Land Registry and use best endeavours to procure registration of the Property at the Land Registry with freehold or leasehold (as applicable) title absolute.

6 PROHIBITIONS ON DISPOSAL AND USE

6.1 Subject to Clauses 6.2 and 9 below, during the Term the Council shall:

6.1.1 not convey, transfer, assign, mortgage, charge or grant or create any lease tenancy or right of occupation or other option or agreement or otherwise dispose of or encumber the Property or permit to suffer the Property to be affected by any right, exception, reservation, covenant, condition, easement, restriction, stipulation, provision, agreement, declaration or other matter without the prior written consent of Yorkshire Forward in its absolute discretion and on terms acceptable to Yorkshire Forward in its absolute discretion;

6.1.2 comply with all restrictions, covenants, stipulations and other matters of any nature affecting the Property;

6.1.3 not change the use of the Property or implement any planning permission or carry out or permit or suffer to be carried out any mining, quarrying, tipping, demolition, building or civil engineering or other work or alterations in, under, on or to the Property or otherwise carry out or permit or suffer to be carried out any change in the nature and quality of the Property, without the prior written consent of Yorkshire Forward in its absolute discretion; and

6.1.4 not enter into any agreement with any third party in relation to any of the matters contained within this Clause 6, including for the avoidance of doubt any development agreement.

6.2 Yorkshire Forward hereby consents to the leaseback of the Property to Keighley College on the terms contained within the lease set out in Schedule 4, such consent for the avoidance of doubt being subject to the lease being validly excluded from the security of tenure provisions of Part II of the Landlord and Tenant Act 1954.

7 PROJECT MANAGEMENT

7.1 The Council shall:

7.1.1 not without the prior written consent of Yorkshire Forward make any material alteration to the terms of the Acquisition which shall include but is not limited to any alteration having an impact on the costs or the value of the Acquisition;

7.1.2 immediately notify Yorkshire Forward in writing of any circumstances that may result in a possible breach by the Council of any of its obligations under this Agreement, including without limitation any concerns relating to the management or progress of the Acquisition, the progress of the use and/or development proposals, funding of the Acquisition or the use and development proposals and probity issues;

7.1.3 regularly update Yorkshire Forward on the progress of the Acquisition and the detailed use and development proposals to be submitted in accordance with Clause 4.1.2 above;

7.1.4 meet with Yorkshire Forward at least quarterly to discuss progress pursuant to Clause 7.1.3 and any issues arising.

7.2 The Council and Yorkshire Forward recognise that the success of the Acquisition and the proposals relating to the long term use and development of the Property require co-operation between them and representatives of each party shall co-operate and discuss and deal with the Acquisition and the use and development proposals in good faith and shall use their respective reasonable endeavours to resolve any disagreement arising between them relating to this Agreement.

8 APPOINTMENTS

8.1 The Council may appoint suitably qualified legal, professional and financial consultants in relation to the Acquisition and obtain Yorkshire Forward's prior written consent to such appointments which in the case of an appointment of advisers listed on Yorkshire Forward's professional panels shall not be unreasonably withheld or delayed.

9 ONGOING MANAGEMENT RESPONSIBILITIES

- 9.1 For the avoidance of doubt it is hereby agreed that the Council and not Yorkshire Forward are to be the legal and beneficial owner of the Property and the Council shall therefore be fully responsible for all losses, liabilities, costs, expenses and demands arising from the Property and for complying with all obligations imposed by law in relation to the Property.
- 9.2 Without prejudice to Clause 9.1, the Council shall save to the extent provided for in the Payment Schedule, at its own cost from the Completion Date until the expiry or termination of this Agreement, continue to manage the Property in accordance with:
- 9.2.1 the Occupation Documents; and
 - 9.2.2 the principles of good estate management.
- 9.3 In managing the Property pursuant to Clause 9.2 above, the Council shall not without Yorkshire Forward's prior written consent:
- 9.3.1 surrender or forfeit or vary (or permit such) or agree to surrender or forfeit or vary any of the Occupation Documents (or to permit such);
 - 9.3.2 agree or permit the agreement of any revised rent under any outstanding rent review;
 - 9.3.3 take or permit the taking of any steps under the Landlord and Tenant Act 1954;
 - 9.3.4 give or permit the giving of any licence or consent;
 - 9.3.5 terminate any of the leases to Keighley College of the Property;
 - 9.3.6 exercise the option in favour of the Council contained in any of the leases to Keighley College of the Property;
 - 9.3.7 enforce the obligations of Keighley College under any of the leases to Keighley College of the Property.

9.4 Subject to Clause 9.5, the Council shall at the end of each Quarterly Period in which revenue receipts are received provide Yorkshire Forward with full details of all revenue receipts (including rental income) received or receivable by the Council in respect of the Property at any time during the preceding month and, subject to Clause 9.5, the Council shall make payment of this revenue directly into Yorkshire Forward's Bank Account monthly within ten (10) Working Days of the end of the month in which such revenue receipts are received by the Council (or at such other time or in respect of such other period as Yorkshire Forward may agree).

9.5 The Council shall at its own cost supply Yorkshire Forward with such information concerning the current management of the Property that Yorkshire Forward reasonably requests to demonstrate its compliance with this Clause 9 and shall without prejudice to the generality of the foregoing:

9.5.1 provide Yorkshire Forward with management and maintenance reports relating to the Property together with an estimate of projected expenditure and associated holding costs to be incurred in connection with the management and maintenance of the Property for the following twelve (12) months (or at such other time or in respect of such other period as Yorkshire Forward may agree);

9.5.2 within one (1) month of the Effective Date and annually thereafter on the 1 January provide Yorkshire Forward with an annual forecast of all revenue receipts projected to arise from and in connection with the Property for remainder of the financial year and the forthcoming financial year ("**the Annual Forecast**");

9.5.3 inform Yorkshire Forward of any material change to the Annual Forecast and provide Yorkshire Forward with full details of such change within ten (10) days of the Council becoming aware of such change;

9.5.4 meet with Yorkshire Forward at least quarterly (or at such other time as Yorkshire Forward may agree) to discuss management and maintenance of the Property, projected revenue and expenditure and any issues arising.

Signage

9.6 Subject to any express term to the contrary in the Occupation Documents, the Council shall not install or display on any part of the outside of the Property or to or through any window in the Property any placard, poster, notice, advertisement, name, sign or other writing without Yorkshire Forward's prior written consent, such consent not to be unreasonably withheld or delayed (which shall not be required for any signs required to be displayed at law).

9.7 Subject to any express term to the contrary in the Occupation Documents, the Council:

9.7.1 shall at the request of Yorkshire Forward display; and

9.7.2 hereby grants a licence to Yorkshire Forward to enter onto the Property at any reasonable time to erect and display,

any placard, poster, notice, advertisement, name or sign reasonably required by Yorkshire Forward at the Property in the location required by Yorkshire Forward.

Property Condition

9.8 The Council shall not, and shall ensure that any Council Related Parties shall not, by any act or omission damage or worsen the state of condition of the Property and any buildings, plant, machinery, chattels, fixtures and fittings on the Property.

Outgoings

9.9 The Council shall at its own cost, save to the extent provided for in the Payment Schedule or the Occupation Documents:

9.9.1 pay all rates, taxes, assessments, duties, charges, impositions and other outgoing of any type charged, assessed or imposed on or in respect of the Property or their owner or occupier at any time (including any of a capital or non-recurring nature); and

9.9.2 pay for all utilities used at or available to the Property including standing charges, and comply with their suppliers' regulations and requirements.

10 INSURANCE

10.1 The Council shall at its own cost, save to the extent provided for in the Payment Schedule or the Occupation Documents, take out and maintain in force or procure the taking out and maintenance in force of :

10.1.1 full and proper insurance policies in respect of all buildings at or on the Property for in every case the full reinstatement value from time to time; and

10.1.2 any insurances as may be required by legislation,

with a reputable insurer on terms approved by Yorkshire Forward, such approval not to be unreasonably withheld or delayed (provided that its cover requires to be effective in each case not later than the date on which it is required and from the date on which the relevant risk commences).

10.2 The Council shall:

10.2.1 upon request by Yorkshire Forward at any time produce to Yorkshire Forward a copy or copies of the policies of insurance referred to in this clause together with the receipt for or evidence of the payment of the last premium in respect of each such policy or other documentary evidence to the satisfaction of Yorkshire Forward that the policy or policies are properly maintained;

10.2.2 comply with all legislation including (without limitation) the Employer's Liability (Compulsory Insurance) Regulations 1998 with regard to the disclosure and/or display of the insurance policies;

10.2.3 at all times comply, and ensure that all Council Related Parties comply, with all requirements of the insurers of the Property;

10.2.4 not do anything and ensure that the Council Related Parties or anyone at the Property with the express or implied authority of any of them do not do anything which prejudices or invalidates any of the insurances or which may do so or which leads or may lead to any increased or additional premium payable for any of them; and

10.2.5 immediately notify Yorkshire Forward if the Property is destroyed or damaged, stating the cause if known;

10.3 Subject to any express term to the contrary in the Occupation Documents, if any buildings or structures on or at the Property are damaged by any of the risks insured against under the terms of the insurances policies referred to in this clause then the Council will at Yorkshire Forward's request use all reasonable endeavours to obtain all necessary planning permissions and Consents for the reinstatement of the same and subject to all necessary planning permissions and Consents being obtained will apply the insurance proceeds in reinstating and rebuilding the Property in substantially the same form as before the damage. Alternatively, if Yorkshire Forward does not request reinstatement, the insurance proceeds will be regarded as a revenue receipt and subject to the provisions of Clause 9.4 above.

11 PAYMENT OF GRANT

Payment of Grant

11.1 The Council shall not claim or use any part of the Grant other than in accordance with the terms of this Agreement.

11.2 Subject to the provisions of this Agreement, Yorkshire Forward shall make payments of the Grant into the Council's Bank Account within twenty (20) Working Days of receipt by Yorkshire Forward of the Approved Claim Form and all necessary documentation in accordance with the terms of this Agreement, provided that the total amount of all payments made by Yorkshire Forward under this Agreement shall not in any event exceed the Maximum Amount, as may be varied from time to time in accordance with this Agreement.

11.3 The Council shall promptly notify Yorkshire Forward in writing as soon as it becomes aware that it does not intend to claim the Maximum Amount.

Variation of Grant

11.4 Yorkshire Forward reserves the right to vary the Maximum Amount, if :

11.4.1 the Council is in receipt of any other Public Sector Financial Assistance or guarantees of it or the acceptance of an offer of it by the Council for the Acquisition;

11.4.2 the Actual Qualifying Expenditure is less than the Maximum Amount.

Withholding or Suspension of Grant

11.5 Unless Yorkshire Forward otherwise agrees, Yorkshire Forward shall not be liable to provide (or as the case may be, continue to provide) the Grant (or any instalment thereof):

11.5.1 unless the claim for the Grant (or any instalment thereof) by the Council:

- (a) has been submitted to Yorkshire Forward in the Approved Claim Form;
- (b) relates to Actual Qualifying Expenditure in relation to which the Council has not submitted any other claim;
- (c) includes to the satisfaction of Yorkshire Forward evidence that the expenditure to which the claim relates has been incurred in relation to the relevant activity heading in the Payment Schedule and that payment has been made by the Council;
- (d) is submitted within the relevant Claim Submission Period;

11.5.2 if an Event of Default has occurred and is continuing;

11.5.3 if any or all of the representations and warranties made in Clause 3 are not, or do not remain, true and correct in all material respects;

11.5.4 unless the Council has complied with Clause 4 to the extent applicable at the date the claim for the Grant is made;

11.5.5 it has at any time paid more than it is liable to pay under any provision of this Agreement.

Clawback of Grant

11.6 If Yorkshire Forward shall reasonably determine that:

11.6.1 any payment of the Grant (or any instalment thereof) has not been used or applied in accordance with this Agreement;

11.6.2 it has at any time paid more than it is liable to pay under any provision of this Agreement;

11.6.3 an Event of Default has occurred;

- 11.6.4 Yorkshire Forward has to repay funding from which the Grant was allocated;
- 11.6.5 Yorkshire Forward is required to do so as a result of a decision by the EU or as a result of any obligation arising under State Aid Laws; or
- 11.6.6 the Agreement is terminated in accordance with Clause 15;

it reserves the right to give notice in writing to the Council requiring the Council to immediately (or within such time specified in the notice) repay part or all of the funding provided under this Agreement together with interest at the Prescribed Rate from the due date specified in the notice given to the Council in accordance with this Clause 11.6 until the date of re-payment to Yorkshire Forward or require the Property to be transferred in accordance with the provisions of Clause 15.6 below.

12 VAT

- 12.1 The Grant does not represent consideration for a taxable supply to the Council and is therefore not subject to VAT. In the event that HM Customs and Excise rule that VAT is payable, then the amount of the Grant shall be deemed to be inclusive of VAT. The Council acknowledges that Yorkshire Forward shall not be obliged to make any further payment in addition to the Grant in respect of any VAT which may be payable on Grant-funded activities.

13 RECORDS

Financial Records

- 13.1 The Council shall retain full, proper and auditable records and documentary evidence of:
 - 13.1.1 all capital and revenue expenditure relating to the Property to support any amounts claimed by the Council from Yorkshire Forward; and
 - 13.1.2 all capital and revenue receipts relating to the Property to support the payment of such to Yorkshire Forward in accordance with Clause 9.4 above or otherwise in accordance with this Agreement.

- 13.2 At the end of each Financial Year a 'Statement of Grant Expenditure' and a 'Statement of Revenue Receipts' must be completed. The Statements shall be certified by the Chief Finance Officer for the Council. The Statements should also be certified by the Council's external auditor in accordance with the Audit Certification Instruction CI A1. The audited final accounts, certificate and auditor's report must reach Yorkshire Forward as soon as possible, and at the latest by the end of September of each year of funding. The first year's accounts can be for a maximum of fifteen (15) months. If the audited Statement of Grant Expenditure and Statement of Revenue Receipts are not received by the end of September date, the Grant may be suspended until receipt of the forms. Such accounts shall be retained for at least six (6) years after the end of the Financial Year in which the last Grant payment is made under this Agreement. Different sources and amounts of funding shall be identified and input and output VAT shall be included as separate items in such accounts.
- 13.3 The Council shall allow access to its business premises on five (5) days written notice during 9.00 a.m. – 5.00 p.m. to Yorkshire Forward's internal auditors or its other duly authorised staff or agents, Government Office, European Commission or the National Audit Office to inspect such documents as Yorkshire Forward considers necessary in connection with this Agreement. Yorkshire Forward shall be entitled to interview employees of the Council in order to obtain oral and/or written explanations of documents and the Council shall provide access to the relevant employees at such times as may be reasonably required to enable Yorkshire Forward to do so. Yorkshire Forward reserves the right to have such staff or agents carry out examinations into the probity, economy, efficiency and effectiveness with which the Council has used Yorkshire Forward's resources in the performance of this Agreement.

14 GENERAL INDEMNITY

- 14.1 The Council shall indemnify Yorkshire Forward in full from and against all costs, claims, damages, liabilities, expenses and proceedings including any costs, claims, damages, liabilities, expenses and proceedings arising under statute or at common law incurred by Yorkshire Forward in respect of the Property or the Council's ownership of the Property which for the avoidance of doubt and without prejudice to the generality of the foregoing shall include:
- 14.1.1 all damage caused to the Property, any neighbouring or adjoining property or goods or any personal injury to or death of any person which is caused directly or indirectly by the condition, occupation or use of the Property;

- 14.1.2 any tax or other fiscal liability arising out of the ownership of any work carried out at, any act done on or any change of use of the Property; and
- 14.1.3 any costs, claims, damages, liabilities, expenses and proceedings arising from or in connection with any breach or non performance of the terms of this Agreement or otherwise arising through the act or default of the Council to the extent that the same is not authorised by this Agreement.
- 14.2 Where Yorkshire Forward wishes to make a claim under any clause in this Agreement under which it is entitled to be indemnified by the Council, and where any such claim has not arisen due to the negligence of Yorkshire Forward, Yorkshire Forward shall give notice to the Council of the relevant claim as soon as reasonably practicable setting out full particulars of the claim.
- 14.3 The Council may at its own expense and with the reasonable assistance and co-operation of Yorkshire Forward have the conduct of the claim including its settlement and Yorkshire Forward shall not, unless the Council has failed to resolve the claim within a reasonable period, take any action to settle or prosecute the claim.
- 14.4 Yorkshire Forward shall at all times take all reasonable steps to minimise and mitigate any loss for which it is entitled to bring a claim against the Council pursuant to this Agreement.

15 TERMINATION

- 15.1 Without prejudice to any other rights to which it may be entitled Yorkshire Forward may give notice in writing to the Council terminating this Agreement if an Event of Default has occurred.
- 15.2 Such notice to terminate served under Clause 15.1 (a "**Termination Notice**") must:
- 15.2.1 specify the type and nature of the breach that has occurred, giving reasonable details; and
- 15.2.2 state that the Agreement will terminate on the day falling thirty (30) days after the date the defaulting party receives the Termination Notice unless the defaulting party remedies the breach in accordance with Clause 15.4;
- 15.3 For the purposes of Clause 15.1, Yorkshire Forward may serve a Termination Notice if the Council:

- 15.3.1 assigns or purports to assign its rights or obligations under this Agreement;
 - 15.3.2 fails to comply with any of its obligations under this Agreement in a material respect;
 - 15.3.3 fails to comply with the provisions of Clause 4 (Terms and Conditions of Funding), Clause 6 (Prohibitions on Disposal and Use) and/or Clause 9 (Ongoing Management Responsibilities); or
 - 15.3.4 fails to disclose any serious misrepresentation in supplying information required by Yorkshire Forward in or pursuant to this Agreement.
- 15.4 Where the breach giving rise to the service of a Termination Notice is capable of rectification and the Council:
- 15.4.1 remedies the breach within thirty (30) days after the date the Council receives the Termination Notice; or
 - 15.4.2 puts forward an acceptable rectification programme within thirty (30) days after the date the Council receives the Termination Notice (and implements such programme in accordance with its terms and rectifies the breach in accordance with the programme),
- the Termination Notice will be deemed to be revoked and this Agreement shall continue.
- 15.5 If this Agreement is terminated in accordance with this Clause 15 prior to the Acquisition by the Council, Yorkshire Forward may vary, suspend or withhold the Grant or require all or part of the Grant to be repaid pursuant to Clause 11.
- 15.6 If this Agreement is terminated in accordance with this Clause 15 following the Acquisition by the Council, the Council shall at Yorkshire Forward's request as an alternative to re-payment of the Grant pursuant to Clause 11.6:

- 15.6.1 sell and transfer the Property to Yorkshire Forward for the sum of £1 on terms which shall so far as appropriate be on the same terms as the Acquisition. If the parties cannot agree the terms of such sale within twenty (20) Working Days, the dispute shall be referred to a third party approved by the parties or where the parties cannot agree within five (5) Working Days, approved by the President of the Law Society on the application of either party. Such third party shall be a commercial property solicitor with at least ten (10) years' experience who shall determine the dispute within fifteen (15) Working Days of the referral; or
- 15.6.2 sell the Property on the open market at a value representing best value in accordance with section 123 of the Local Government Act 1972 and shall upon receipt of the proceeds of sale of the Property pay to Yorkshire Forward such proceeds of sale, having first deducted from the gross sale proceeds the agreed reasonable costs of sale; and
- 15.6.3 promptly enter into any agreement, deed or other documentation required to give effect to the sale and transfer of the Property pursuant to this Clause 15.6;
- 15.7 In the event that the transfer of the Property to Yorkshire Forward under Clause 15.6.1 gives rise to any SDLT liability, the Council shall be responsible for and shall indemnify Yorkshire Forward on demand in relation to such SDLT which becomes payable.
- 15.8 Termination of this Agreement however caused shall be without prejudice to any rights or liabilities accrued at the date of termination, but for the avoidance of doubt Yorkshire Forward shall not be obliged to make any further payments of Grant to the Council after such termination.
- 15.9 Nothing in this Clause 15 shall affect the coming into, or continuance in force of any provision of this Agreement that is expressly or by implication intended to come into force or continue in force upon termination of this Agreement.

16 EXPIRY

- 16.1 In the event of a Permitted Disposal, the Council shall pay to Yorkshire Forward the capital receipt received in relation to the Permitted Disposal on the terms and conditions that the parties shall agree pursuant to Clause 6.1 above.

17 FREEDOM OF INFORMATION ACT 2000

- 17.1 Each party acknowledges that the other is subject to the requirements of the FOIA and the Environmental Information Regulations and each party shall assist and cooperate with the other (at its own expense) to enable the other party to comply with its Information disclosure requirements.
- 17.2 Nothing in this Agreement shall prevent either party from disclosing any Information it holds whether relating to the Acquisition or this Agreement or otherwise which either party in its absolute discretion considers it is required to disclose in order to comply with FOIA and/or the Environmental Information Regulations and any other statutory requirements whether or not existing at the date of this Agreement. However, in the case of Information relating to the Acquisition or this Agreement the party receiving the Request for Information (the "Receiving Party") shall consult the other party (the "Consulting Party") as soon as practicable after receipt of the request before disclosing any Information.
- 17.3 The Consulting Party shall respond to the Receiving Party pursuant to Clause 17.2 as soon as reasonably practicable and in any event within five (5) Working Days by either:
- 17.3.1 consenting in writing to the disclosure; or
 - 17.3.2 providing the Receiving Party with written representations as to why it believes the Information is covered by an exemption or exception under the FOIA and/or Environmental Information Regulations.
- 17.4 The Receiving Party shall take the Consulting Party's views into account when considering whether it has a duty to disclose the Information under the FOIA and/or Environmental Information Regulations and shall notify the Consulting Party of its decision prior to disclosure.
- 17.5 If a Receiving Party shall at any time notify the other (the "Notified Party") that it has received a Request for Information in respect of which the Receiving Party requires the assistance of the Notified Party then:
- 17.5.1 the Notified Party shall at its own cost provide and procure that any of its sub-contracts (if any) provide all necessary assistance required by the Receiving Party in order to allow that party to comply with the Request for Information within the period or periods when it is obliged to respond to the Request for Information;

17.5.2 without limitation to the foregoing the Notified Party shall at its own cost within five (5) Working Days of request supply and procure that any of its agents, servants, employees or sub-contractors (if any) supply to the party such Information and documents as it holds on behalf of the Requesting Party as requested by that party in such form as reasonably prescribed by that party; and

17.5.3 the Notified Party shall ensure that all Information produced by the Notified Party or any of its agents, servants, employees or sub-contractors in relation to this Acquisition or in the course of performing any of its obligations under this Agreement is retained for disclosure and shall permit the party to inspect such records as required from time to time.

17.6 In the event that a Receiving Party shall at any time receive any Request for Information relating to the Acquisition, this Agreement or any activities or business of the other Party which the Receiving Party does not hold then the Receiving Party shall transfer the Request for Information to the other party as soon as reasonably practicable and in any event within two (2) Working Days of receipt.

18 YORKSHIRE FORWARD PUBLICITY REQUIREMENTS

18.1 The Council shall comply with all the obligations and requirements set out in Schedule 3.

19 COMPLIANCE WITH LEGISLATION

19.1 In carrying out its obligations under this Agreement the Council shall and shall ensure that any Council Related Parties shall comply in all respects with all relevant legislation and in particular:

19.1.1 the Race Relations Act 1976 and the Race Relations Amendment Act 2000, the Sex Discrimination Act 1975, the Human Rights Act 2000, the Disability Discrimination Act 2000 and any subsequent amendments;

19.1.2 the Data Protection Act 1998 and any subsequent amendments;

19.1.3 all relevant requirements contained in or having effect under legislation relating to health, safety and welfare at work;

19.1.4 all Environmental Legislation.

19.2 The Council shall inform Yorkshire Forward of any environmental incident or infringement during the Term at the earliest opportunity and will take or procure the taking of all reasonable steps to minimise (and if required, remedy) the adverse environmental impacts of such an occurrence.

19.3 All procurement of works, equipment, goods and services in relation to the Acquisition, any demolition and site clearance works and ongoing management responsibilities relating to the Property shall be based on value for money and in accordance with all relevant law including EU Procurement Directives if applicable.

19.4 For all purchases in relation to the Acquisition, any demolition and site clearance works and/or the ongoing management responsibilities relating to the Property, the Council shall comply with the following requirements of this Clause 19.4 unless it has the prior written consent of Yorkshire Forward (which in the case of any procurement in accordance with the Council's contract procedure rules will not be unreasonably withheld or delayed):

19.4.1 all purchases by the Council with a contract value of over £10,000 shall be subject to competitive tendering in accordance with UK and EU public sector procurement rules including, where appropriate, through the Official Journal of the EU. At least three (3) (and wherever feasible a minimum of five (5)) written tenders should be obtained. In determining how this requirement should be met, the Council must take account of public sector accountability and probity, and shall document the decision making process;

19.4.2 the Council will not split purchases to fall below the thresholds set out in Clause 19.4.1 nor extend existing contracts so that the total value of the contract for its duration exceeds these thresholds.

19.4.3 for all purchases the Council shall select a supplier from the potential suppliers on the basis of:

- (a) overall value for money;
- (b) suitable skills and experience;
- (c) its equal opportunities obligations; and

in making the selection of the supplier use a fair and documented decision making process and take account of public sector accountability and probity.

19.5 Yorkshire Forward reserves the right after reasonable notice to the Council to vary from time to time the requirements relating to procurement processes in line with Yorkshire Forward's own procurement guidelines and procedures.

20 ASSIGNMENT AND SUB-CONTRACTING

20.1 The Council's rights and obligations pursuant to this Agreement are exclusive to the Council and are not assignable or transferable.

20.2 The Council shall not sub contract any of its obligations under this Agreement without the prior written consent of Yorkshire Forward and such consent (if given) may be made subject to any conditions which Yorkshire Forward considers necessary and Yorkshire Forward may withdraw its consent to any sub contractor where it has reasonable grounds to no longer approve of the sub contractor or the sub contracting arrangement and such grounds will be notified in writing to the Council.

20.3 Any use by the Council of any sub contractor approved by Yorkshire Forward shall not absolve or release the Council from its liabilities and obligations under this Agreement to comply with all the obligations contained herein.

21 SEVERABILITY

21.1 If any part of this Agreement becomes invalid, illegal or unenforceable the parties shall in such an event negotiate in good faith in order to agree the terms of a mutually satisfactory provision to be substituted for the invalid, illegal or unenforceable provision which as nearly as possible validly gives effect to their intentions as expressed in this Agreement. Failure to agree on such a provision within six (6) months of commencement of those negotiations shall result in automatic termination of this Agreement. The obligations of the parties under any invalid, illegal or unenforceable provision of this Agreement shall be suspended during such a negotiation.

22 AMENDMENTS

22.1 Save as expressly provided in this Agreement, no amendment or variation of this Agreement shall be effective unless in writing and signed by a duly authorised representative of each of the parties to it.

23 WAIVER

23.1 No delay or omission by either party in exercising any right, power, privilege or remedy under this Agreement shall operate to impair such right, power, privilege or remedy or be construed as a waiver thereof. Any single or partial exercise of any such right, power, privilege or remedy shall not bar the exercise or enforcement of it at any time or times thereafter.

24 NOTICES

24.1 Any notice or communication required or given by either party to the other party in connection with this Agreement shall be in writing and delivered by hand or by first class or registered post to the relevant address or addresses prescribed in this Clause 24 of the party to whom the notice is to be given (or such other address as the recipient may have notified to the sending party in writing) and any notice so sent shall be deemed, if delivered by hand, to have been served at the time of delivery and if posted by first class or registered post to have been served on the second business day following the date of posting.

24.2 All notices or communications to Yorkshire Forward shall (unless Yorkshire Forward shall give notice to the Council otherwise) be delivered to Yorkshire Forward at the address stated in the Particulars and marked for the attention of Yorkshire Forward's Representative.

24.3 All notices or communications to the Council shall (unless the Council shall give notice to Yorkshire Forward otherwise) be delivered to the Council at the address stated in the Particulars and marked for the attention of the Council Representative.

25 REPUTATION OF YORKSHIRE FORWARD

25.1 The Council shall not, and shall use all reasonable endeavours to ensure that any Council Related Parties shall not, knowingly do or omit to do, anything in relation to this Agreement or in the course of their other activities, that may bring the standing of Yorkshire Forward into disrepute or attract adverse publicity for Yorkshire Forward.

26 NO PARTNERSHIP OR AGENCY

26.1 This Agreement does not create a relationship of partnership or agency between the parties and the Council must not represent itself to others as an agent of Yorkshire Forward.

27 GOVERNING LAW AND JURISDICTION

27.1 This Agreement shall be governed by and construed in accordance with English law and each party hereby submits to the exclusive jurisdiction of the English courts.

28 ENTIRE AGREEMENT

28.1 This Agreement constitutes the entire understanding between the parties with respect to the subject matter of this Agreement and supersedes all prior agreements, negotiations and discussions between the parties relating to it.

29 INTEREST ON LATE PAYMENTS

29.1 If the Council fails to pay to Yorkshire Forward any sums due under this Agreement within ten (10) Working Days of demand, interest shall accrue at the Base Interest Rate on the amount due to be paid from the due date until payment is made.

30 THIRD PARTY RIGHTS

30.1 Save as expressly provided in this Agreement, no term of this Agreement shall be enforceable under the Contracts (Rights of Third Parties) Act 1999 by a third party (being any person other than the parties and their permitted successors and assignees).

31 COUNTERPARTS

31.1 This Agreement may be executed in two counterparts, each of which when executed will be regarded as an original, but both of which together will constitute one agreement binding on both parties, notwithstanding that both parties are not signatories to the original or the same counterpart.

SCHEDULE 1 – DEFINITIONS

Actual Qualifying Expenditure	means those items of Qualifying Expenditure that the Council has actually incurred in accordance with the terms of this Agreement;
Acquisition	means the acquisition of the Property;
Approved Claim Form	means the standard claim form which the Council must submit to claim funding from Yorkshire Forward such document to be in the form from time to time specified by Yorkshire Forward;
Base Interest Rate	means the base rate of Barclays Bank Plc (or the base rate of such other bank as Yorkshire Forward may from time to time stipulate) or if such base rate shall not be readily available at any time or times such other rate as Yorkshire Forward shall determine;
Claim Submission Period	means the claim submission periods identified in the Payment Schedule for the relevant items of Qualifying Expenditure;
Completion Date	means the date the Council acquires the relevant interest in the Property;
Consents	means any approval, consent, exemption, licence, permission or registration by or from any governmental or other authority or any other person or authority in relation to the Acquisition or any part of it or otherwise required to enable the same to be lawfully carried out and maintained;
Council Related Parties	means any officer, agent, servant, employee, invitee, licensee, tenant or sub-contractor of the Council;
Environmental Information Regulations	means the Environmental Information Regulations

	2004;
Event of Default	means any of the events or circumstances described in Clause 15.3;
Financial Year	means Yorkshire Forward's financial year that runs from 1 April to 31 March or any other period which from time to time constitutes Yorkshire Forward's Financial Year;
FOIA	means the Freedom of Information Act 2000 and any subordinate legislation made thereunder from time to time together with any guidance and/or codes of practice issued pursuant to or in relation to such legislation;
Grant	means the amount to be provided by Yorkshire Forward to the Council in accordance with the Payment Schedule up to the Maximum Amount and subject to the terms of this Agreement;
Her Majesty's Government	means the duly elected Government for the time being during the reign of Her Majesty (and her successors) and/or any department, committee, office, agency, servant or officer of such Government;
Information	has the meaning given under section 84 of the FOIA and shall include all environmental information within the meaning given to it in Regulation 2 of the Environmental Information Regulations;
Occupation Documents	means any leases, licences or other occupational arrangements from time to time affecting the Property;
Particulars	means the Particulars pages at the front of this

	Agreement;
Payment Schedule	means the schedule for the payment of the Grant contained at Schedule 2 of this Agreement;
Permitted Disposal	means any disposal of the Property with Yorkshire Forward's prior written consent pursuant to Clause 6;
Prescribed Rate	means two percent (2%) above the Base Interest Rate
Public Sector Bodies	means all bodies, whether public, private or mixed, in respect to the tasks they undertake that are paid by public funds including (without limitation) the European Commission, any government department or authority, any non departmental body and any local and public authority
Public Sector Financial Assistance	means any funding, in cash or otherwise, that the Council receives from any Public Sector Bodies, other than Yorkshire Forward, in relation to the Acquisition;
Qualifying Expenditure	means the items of expenditure relating to the Property for which Yorkshire Forward agree to provide Grant funding as identified in the Payment Schedule;
Quarterly Period	means three-month periods, the first such period being 1 September 2006 to 30 November 2006 and continuing thereafter;
Regional Brand Logo	means the 'Yorkshire Alive with Opportunity!' logo as specified in Schedule 3;
Regional Economic Strategy	means the Regional Economic Strategy for Yorkshire and Humberside approved by Her

	Majesty's Government in January 2003 and as may from time to time be varied and/or replaced by Yorkshire Forward;
Requests for Information	shall have the meaning set out in FOIA and shall in addition include all requests for environmental information made in accordance with the Environmental Information Regulations and/or pursuant to any other statutory requirements;
SDLT	means Stamp Duty Land Tax
Secretary of State	means the Secretary of State for the Environment or other Minister or authority from time to time having or entitled to exercise the powers now conferred on the Secretary of State for the Environment by Sections 77 and 79 of the Act;
Statement of Grant Expenditure	means a full summary of expenditure incurred by the Council within the terms and conditions of this Agreement and funded by Yorkshire Forward through the payment of Grant in the preceding Financial Year;
Statement of Revenue Receipts	means a full summary of revenue receipts received by the Council in relation to the Property in the preceding Financial Year;
VAT	means value added tax payable by virtue of the Value Added Tax Act 1994 and any similar tax from time to time in addition to it, replacing it or performing a similar fiscal function;
Working Day	means a day on which clearing banks in the City of London are (or would be but for a strike, lock-out or other stoppage affecting a particular bank or banks generally) open during banking hours and "Working Days" shall be construed accordingly;

Yorkshire Forward Logo	means the 'Yorkshire Forward' logo as specified in Schedule 3;
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SCHEDULE 2 - GRANT PAYMENT SCHEDULE

Qualifying Expenditure	Grant £s	Claim Submission Period	Maximum Amount of Grant £'s
Purchase Price	Three Million Eight Hundred and Fifty Thousand (£3,850,000)	Within 14 days of completion	Three Million Eight Hundred and Fifty Thousand (£3,850,000)
Stamp Duty	One Hundred and Fifty Four Thousand (£154,000)	Within 14 days of completion	One Hundred and Fifty Four Thousand (£154,000)
Ongoing Management Costs agreed in writing by Yorkshire Forward to be funded by the Grant which are wholly and necessarily incurred by the Council in managing the Property in accordance with this Agreement.	One Hundred and Ten Thousand (£110,000)	Within 14 days of expenditure being incurred	One Hundred and Ten Thousand (£110,000)

SCHEDULE 3 -PUBLICITY REQUIREMENTS

A Guide for Councils delivering Yorkshire Forward funded Activities

Much of Yorkshire Forward's work is delivered by a wide variety of Councils on our behalf. Through these initiatives Yorkshire Forward is joining up projects and making the best use of the region's resources to bring about real economic growth.

Your responsibility

As a recipient of funds from Yorkshire Forward you are contractually required to adhere to the requirements as stated in this guide. Any breach of these guidelines may result in you having to pay back some of the funding.

The Yorkshire Forward Logo is the primary visual representation of Yorkshire Forward and it is vital that it is used and applied consistently and correctly in all applications. It is also important that Yorkshire Forward's involvement and support for your project is recognised through correct and prominent use of the mark and its prefixes.

Where the Yorkshire Forward Logo appears on a third party project or initiative it must always be prefixed with the descriptor: '**Supported by**' to clarify Yorkshire Forward's role. **It is not acceptable to use alternative descriptors.**

Master artwork, which includes this descriptor, which should always be used, is contained on the CD which has prior to the date of this Agreement been delivered by Yorkshire Forward to the Council, the receipt of which the Council acknowledges.

In addition, the Regional Brand Logo should be used on all material which supports Yorkshire Forward funded projects. The guidelines are explained on the CD which has prior to the date of this Agreement been supplied by Yorkshire Forward to the Council. The CD also explains how the Yorkshire Forward Logo and the Regional Brand Logo should be positioned and prioritised when they appear together.

Examples of how to apply both the Yorkshire Forward Logo and the Regional Brand Logo and descriptor are also shown on the CD which has prior to the date of this Agreement been supplied by Yorkshire Forward to the Council.

Yorkshire Forward Recognition: Press, PR, Events

Yorkshire Forward requires full recognition for its involvement in a project or initiative, whether this recognition appears in a press release, or as branding at an event.

Press and PR

All press releases related to projects funded or partly funded by Yorkshire Forward must be approved by Yorkshire Forward's press office. They must include:

- a paragraph describing Yorkshire Forward's involvement
- and a quote from a Yorkshire Forward spokesperson.

The press office must also be informed of any press briefings or interviews scheduled to promote projects. Press releases, which contain quotes by Yorkshire Forward, must be signed off by a Yorkshire Forward Press Officer prior to release. Contact our press office on 0113 394 9710.

Marketing and PR Portfolio

You will be expected to provide Yorkshire Forward's Communications Team with copies of all marketing and PR materials which are produced as part of the project. This information should also be made available during monitoring and evaluation exercises. Incorrect use of the Yorkshire Forward Logo branding or the Regional Brand Logo, may result in your material being withdrawn and/or reprinted at your cost.

Please contact the Communications Team on 0113 394 9904.

Events

Where an event is being organised that Yorkshire Forward has funded, or part funded, it is your responsibility to ensure that:

- the Yorkshire Forward Events team is notified in advance,
- the Yorkshire Forward Logo and Regional Brand Logo must appear on pre-event promotional material, on the day materials, and event holding slides,
- a relevant Yorkshire Forward spokesperson must be invited to speak,
- if there is not a Yorkshire Forward speaker present, then verbal acknowledgement of the Agency's support must be clearly referenced at the event,
- Councils should consult the Events Team to avoid clashes with other key regional events wherever possible.

Please contact the Events Team on 0113 394 9712.

Internet sites

Where Yorkshire Forward funded projects have specific websites or web content on existing websites they should carry the Yorkshire Forward Logo or descriptor on the home page and a link to the Yorkshire Forward website.

Logo application example

The Yorkshire Forward Logo should be applied in a position that ensures it is immediately visible on a 15 inch monitor, set at a resolution of 800 x 600 pixels. Web pages should use web enabled versions of the Yorkshire Forward Logo and Regional Brand Logo.

These should include links to the Yorkshire Forward websites. It is important for websites to observe minimum size.

A full guide describing how Yorkshire Forward should be recognised for all projects and activities it funds or sponsors is included on the CD which has prior to the date of this Agreement been supplied by Yorkshire Forward to the Council. This includes the Yorkshire Forward Logo and the Regional Brand Logo and gives guidance to Councils delivering these projects. The guidelines provide a broad outline of Yorkshire Forward's requirements with specific examples of how these should be implemented.

IN WITNESS WHEREOF this Agreement has been executed as a deed and is intended to be and is hereby delivered on the date first above written.

SIGNED BY)

Duly authorised for and on behalf of:)

YORKSHIRE FORWARD)

(YORKSHIRE & HUMBER)

REGIONAL DEVELOPMENT AGENCY))

Name:

Position:

Address: Yorkshire Forward
Victoria House
2 Victoria Place
Leeds
LS11 5AE

THE COMMON SEAL of)

CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL was affixed to this Deed:)

In the presence of the duly authorised officer:)

Name:

Position:

Address:

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Report to the Executive Committee to be held on 2nd November, 2021

Subject:

AF

Network Infrastructure Development for Bradford District.

Summary statement:

This report makes the case to go to market to procure a network infrastructure partner for 20 years to deliver full fibre gigabit network infrastructure for the Council and the Bradford Learning Network (BLN). In doing so it will also deliver significant social value by the way of investment in gigabit connectivity across large parts of Bradford District, that would otherwise be “left behind” for some years using inadequate broadband.

EQUALITY & DIVERSITY:

This action will contribute to “Working with our partners and the district's many communities to understand and meet the needs of individuals and communities, and improve their opportunities, wellbeing and ability to live together productively”. Providing the best connectivity to many additional areas will tackle digital exclusion.

Joanne Hyde
Strategic Director for Corporate Services

Portfolio:

Cllr Ross-Shaw

Report Contact: Paul Wilson, Digital
Lead
Phone: 07812 490703
E-mail: paul.wilson2@bradford.gov.uk

Corporate Overview and Scrutiny

1. SUMMARY

- The purpose of this report is to seek approval to go to market to procure a network infrastructure partner to deliver full fibre gigabit network infrastructure for the Council and the Bradford Learning Network (BLN). The procurement will achieve significant social value by way of increased investment in gigabit connectivity for large parts of Bradford and can be delivered within existing expenditure levels. No capital funds or additional revenue is sought.

2. BACKGROUND

- The Digital Strategy for Bradford district sets a key objective to ensure the district has a digital infrastructure that matches the best in the world by maximising fibre & 5G rollout to support economic growth, inclusion and efficient public services. A fully fibre deployed district will serve as a key foundation for economic growth in addition to providing the backbone for our 5G and Smart City and Clean Growth aspirations. The ambition is for all premises across the City & District, both business and domestic, to have access to gigabit capable connectivity.
- Analysis of DCMS & Telecommunications company's investment plans has shown that many areas within the district will still be without adequate broadband for some years. Telecommunication companies state 100% fibre to the premise won't be achieved by 2033 and that is with further government interventions. COVID has also highlighted that many of our citizens and businesses are digitally excluded.
- It is difficult to construct an accurate picture of the current situation. There is inconsistent information on current status and plans depending on where you source the information. One assessment is the only households connected to true Gigabit broadband are those around Bowling and Laisterdyke. From published information, we know Openreach plan to build fibre into Baildon, Shipley and Idle by April 2024, by which time CityFibre will have completed their current investment plans, totalling some 150,000 homes. From the ThinkBroadband data, we can see that the situation is patchy elsewhere suggesting possible dead spots providing slow superfast speeds. Coverage marginally better across the North & South West of the city. There is concern over areas such as Bingley, Keighley, the Worth Valley and Ilkley with no planned commercial investment, a total of around 39,000 homes or 19% of the total within Bradford Council boundaries.
- As the owner of significant land and property assets, a sizable consumer of connectivity and digital services as well its statutory role in respect of the entire development process, the Council has the opportunity to significantly influence the infrastructure position of the District.
- The government is asking local authorities to develop planning policies that support the roll out of new digital infrastructure in line with policies in the National Planning Policy Framework (NPPF) which calls on Councils to ". support the expansion of electronic communications networks, including next generation mobile technology (such as 5G) and gigabit broadband connections." It stresses the importance of working in partnership with infrastructure providers and network operators and to recognise the long-term benefits to the community from encouraging investment in

digital infrastructure and seek to aggregate demand by combining the connectivity needs of other public services in the discussion.

- Other cities have taken a place-based approach to procurement of networks by consolidating their requirements, separating out the infrastructure element from the internet services / Network provision and offering a longer term contract opportunity on the infrastructure. This resulted in them increasing and accelerating investment in fibre infrastructure across their cities as part of a social value gain from the successful network infrastructure provider.
- With this in mind, detailed discussions were held within the Council, with BLN who look after over 130 schools and with the CIOs of all the Health agencies i.e. both foundation trusts and the CCGs who look after Primary Care. All Health CIOs were keen to collaborate and work together on a joint approach for the benefit of Bradford district however timescales are misaligned for the end of existing contracts for health partners. Also, the CCGs, who have the biggest number of sites have recently entered into a 5-year contract with Virgin for its network provision and still has some existing legacy contracts.
- Whilst the inclusion of the Health sites within scope would be advantageous for a “placed based approach”, nevertheless, a Soft Market Test with the 5 major Telcos confirmed that the scope of just the Council and BLN sites would still stimulate significant additional investment in delivering full fibre Gigabit capability to all our respective sites and large parts of Bradford district and this could be achieved within the existing funding envelopes and may even reduce costs.
- The approach is as follows:
 - Currently both the Council and BLN pay for a full service to Virgin, both infrastructure and network services. The proposed approach will split infrastructure from the network services element.
 - Procure through Crown Commercial Services (CCS) Framework RM6095 a network infrastructure provider, beginning April 1st, 2022 for the Council and the BLN to deliver a Gigabit fibre network to all our respective sites and extend this network, as part of its social value element, to many other parts of Bradford district including social housing and rural areas. This contract is for Infrastructure only and will be for 20 years. The non-Council/School infrastructure will contractually and technically allow for it to be used by any reputable Internet Service Provider (ISP).
 - A network services provider will be procured for 5 years at which time the Council and BLN can then procure their own network services partner as they see fit. The network services provider will be procured through CCS Framework RM3808.
- What are the Benefits?
- This intervention approach will go a long way for Bradford to achieve its 100% Gigabit aspirations for the whole district. It is imperative that the Council achieve this as a key enabler of economic growth, digital inclusion and transformation of

future public service delivery. Research has shown that investment in full fibre infrastructure can unlock 2% GPD growth and can deliver the following benefits:

- Increased productivity
- New companies / Start-ups
- Talent Retention
- Agile Workforce
- Empowered Citizen
- Innovative Society
- Digital Inclusion

- This approach will accelerate and increase investment from the private sector on delivering full fibre connectivity to the premise for large areas of Bradford which would otherwise not be in receipt of this, potentially for many years. One other local authority, smaller than Bradford Council, recently appointed a network infrastructure partner through this approach and not only secured fibre to all its council buildings but also to over 50,000 houses.
- We know from the soft market test, one area in particular which will gain significantly as a priority with roll out of fibre is across the Aire Valley covering some of the District's largest towns and rural areas. There is also some confidence this would be extended to the Worth Valley area. Without this intervention these areas will remain with inadequate broadband, based on current investment plans. This is because some of these areas are not deemed to be commercially viable for the Telecommunication companies.
- The soft market test also confirmed, where a Council or BLN site is connected, they would simply take the opportunity to "flood-wire" that area, capturing many businesses and homes and delivering gigabit fibre to the premise. They are able to do this partly to adhere to a "dig once policy" but also their investment is profiled over the length of a longer contract. Clearly the more sites we have on board, the more areas will be covered but given the spread of Council sites and schools, a large number of areas with housing and businesses will be upgraded to access fibre to the premise.
- This approach will provide the Council with budget certainty as we will "peg the price" for 20 years where cost of connectivity pricing is expected to rise. To do smaller contract periods would increase the price significantly as the cost of digging becomes more expensive.
- Once in place, the Council will work with the network infrastructure and the ISP community (local and national) to offer affordable services to our business and domestic communities.

3. OTHER CONSIDERATIONS

- It is recommended as part of a future phase to look at other Council connectivity and ducting that could be brought into the contract i.e. Urban Traffic Control (UTC), CCTV and leveraging value from the Council's own ducting. These are currently outside of this agreement as budgets used to fund these services and assets and

the management of these are held within Department of Place and should be brought together to avoid a sub-optimal solution and missed opportunity (example selling our own ducting to reduce Council costs). There may also be compliant risks on the use of these ducts which can also be addressed.

4. FINANCIAL & RESOURCE APPRAISAL

- Both the network infrastructure contract and the network services contract will be funded out of existing budgetary expenditure for network services. There may even be a reduction in cost. This was tested during the soft market test and all five companies who responded said they would be able to deliver the fibre to the premises together with the increased social value element within existing revenue costs. No Capital Funds or additional revenue funds are being requested. We are confident from our discussions with the companies this can be achieved. Indeed, it highlighted that the Council are currently paying above market rate on its legacy contracts without receiving the value of full fibre network.
- Therefore, the exact costs will be determined after bidder submissions where the Council will have an opportunity to confirm expenditure levels are within budget before proceeding. Based on existing network costs we can estimate the contract value. We currently pay for both services together in approximately two thirds / one third split for infrastructure and network services respectively. The Council will seek a net effect of both contracts a flat-line cost profiled across the 20 years with no inflation. Therefore, our estimate of total contract value (TCV) will be no more than the amounts outlined in the Appendix (not for publication):

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risk	Likelihood / Impact	Mitigation
Schools only sign up for network services for 5 year periods but the infrastructure is for 20 years?	High / Low	Whether schools renew through the BLN in three years' or went alone in the future and appointed their own network services provider, they will still need to use the fibre infrastructure which will deliver a level of broadband and competitive price which won't be matched. The BLN support service will simply tailor its cost base to match the number of schools signed up, this is no different to present situation after every 3-year renewal period. Schools have been engaged throughout the discussions and soft market testing and welcome the potential to receive gigabit connectivity and reduced pricing
Council rationalises its	High / Low	The Council's Estate Strategy is in development. Even if some buildings

Estate		are no longer required, any sale will come with the full fibre to the premise infrastructure as an asset and transferred to new owner; Also by connecting with fibre to those buildings, the Council will have achieved the added value of extending the fibre network to premises, (business and domestic) in the neighbouring area at no more cost than currently paid. The contract will also allow for a level of flexibility in changes in building configuration.
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6. LEGAL APPRAISAL

- The proposal is to use the established Crown Commercial Services Frameworks for the procurement of the Infrastructure provider and network services provider with contract terms and conditions already in place. This is a compliant multi-bidder competitive tender and the telecommunications companies on the framework will be invited to submit their bids.



7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

- Full fibre gigabit connectivity will allow the effective delivery of virtual public and private services, therefore reducing the need for travel.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

- Full fibre gigabit connectivity will allow the effective delivery of virtual public and private services, therefore reducing the need for travel.

7.3 COMMUNITY SAFETY IMPLICATIONS

- No implications

7.4 HUMAN RIGHTS ACT

- No implications

7.5 TRADE UNION

- There are no implications.

7.6 WARD IMPLICATIONS

- The specific implementation plans will be known when the winning bidder is appointed however we know at this point that many Wards will receive additional

investment in full fibre connectivity.

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

- Nothing to report at present until the winning bidder is appointed and implementation plans are drawn up.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

No implications.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No implications.

8. NOT FOR PUBLICATION DOCUMENTS

- Appendix 1 is not for publication and is exempt from disclosure in accordance with paragraph 3 of schedule 12a (financial or business affairs) of the Local Government Act 1972. It is considered that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

9. OPTIONS

- The options are:

Option	Pros	Cons
<p>1. Go to market for a joint network service provision similar to existing approach for 5 years</p>	<p>Shorter commitment timescale on infrastructure.</p>	<p>Missed opportunity to stimulate market investment in Bradford infrastructure; No gigabit upgrade to Council and School Buildings. Pricing will be more expensive;</p> <p>Significant capital investment will have to be made by the Council within the contract term to upgrade connectivity to Council buildings.</p>
<p>2. Separate the network infrastructure provision from the network services provision, appoint a long term partner for infrastructure and 5 year contract for service provision</p>	<p>Increased investment in full fibre to all Council and School premises; “flood wiring” of large areas of Bradford with full fibre and the economic benefits associated with it; Delivery within</p>	<p>Longer commitment in the infrastructure contract.</p>

		existing funding envelopes and may reduce cost. Budget certainty and VfM.	
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10. RECOMMENDATIONS

- The Executive to:
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- 1. Approve Option 2, to procure a network infrastructure provider for 20 years and a network services provider will be procured on a 5-year contract as detailed in this report.
-
- 2. Approval for Strategic Director Corporate Resources in conjunction with Director of Finance & IT in consultation with the Portfolio Holder to appoint the successful provider, subject to the financial appraisal confirming the recommended option is within existing budget provision.
-

11. APPENDICES

Financial Information – Not For Publication Appendix 1

12. BACKGROUND DOCUMENTS

- None.



Report of the Strategic Director Children's Services to the meeting of Executive to be held on 2 November 2021

AG

Subject:

Ofsted Monitoring Visit

Summary statement:

Following Ofsted's Inspection of Children's Social Care Services from the 17 to 28 September 2018, the sixth of a series of Monitoring Visits took place on the 7 to 8 September 2021.

The focus of the Monitoring Visit was around Children in Care and Residential Services.

The findings were published by Ofsted on 22 October 2021.

EQUALITY & DIVERSITY:

There are no direct implications for equality and diversity arising from this report. The Council has a duty to ensure that its services comply with the public sector equality duty.

Marium Haque
Interim Strategic Director Children's
Services

Report Contact: Marium Haque
Phone: (01274) 431266
E-mail: marium.haque@bradford.gov.uk

Portfolio:

Children & Families

Overview & Scrutiny Area:

Children's Services

1. SUMMARY

- 1.1 Following Ofsted's Inspection of Children's Social Care Services from the 17 to 28 September 2018, the sixth of a series of Monitoring Visits took place on the 7 to 8 September 2021.

2. BACKGROUND

- 2.1 The monitoring visit took place on the 7th & 8th September and is the 6th monitoring visit since the full ILACS inspection in 2018. This monitoring visit reviewed the progress made in strengthening practice for Children in Care. The previous monitoring visit that looked at Children in Care took place in February 2020.
- 2.3 The focus was on the areas identified in the 2018 ILACS Inspection as well as the concerns that had been identified from the inspections of some of the children's homes. The following areas were considered within the scope of this monitoring visit:
- Permanence planning & decision-making for children in care;
 - Placement stability & sufficiency of placements for children;
 - Placement decision-making & the commissioning arrangements;
 - Unregulated and unregistered placements.

3. OTHER CONSIDERATIONS

3.1 Headline Findings

- 3.1.1 The monitoring visit was undertaken within the context that prior to the monitoring visit, a Commissioner had been appointed by the DfE due to a number of concerns that had recently been identified.
- 3.1.2 The monitoring visit acknowledged that whilst there are still significant areas of concern, actions that have been taken since the previous monitoring visit in February 2020 have recently started to show improvements in some areas. Improvements were noted in:
- The quality and frequency of children's review meetings.
 - Life story work which is taking place with more children.
 - Supporting children to achieve timely permanence through adoption.
 - Permanence tracking is now in place and better embedded.
 - The virtual school are persistent advocates for children's education.
 - The introduction of court consultants is beginning to improve drift and delay.
- 3.1.3 The monitoring visit highlighted several areas where practice still need to improve. These areas are:
- Urgently improve the standard of care provided in residential services.
 - Improve the quality and effectiveness of commissioning of placements.
 - Strengthen the effectiveness of corporate parenting.

- Improve the consistency of practice in care and planning & managers' oversight and practice with children living at home under the jurisdiction of the court.
- Further stabilise the workforce and reduce social workers' workloads.
- Strengthen the participation, voice and influence of children & young people in helping to make improvements to the service.

3.2 **Next Steps**

3.2.1 The monitoring visit identified that the action plan was overly long and complex, and therefore this made it difficult to focus on priority areas to enable change to take place. We have acknowledged this point and work has already taken place, led by Children's Services, but with a cross Council approach and support, to put together a new focused Outcomes Improvement Plan.

3.2.2 The Outcomes Improvement Plan is designed to focus on 7 priority outcome areas where our ambition is to demonstrate change within a 3-6 month period. The 7 priority outcomes are:

1. Children & young people recognise Bradford Council as good Corporate Parents.
2. Caseloads across all social work teams, including fostering, are safe & manageable.
3. We will have a sufficient fostering workforce to look after children & young people in Bradford.
4. Fewer children will be coming into care as our Edge of Care strategy is effective.
5. The implementation of our workforce plan will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers.
6. The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of children in our care.
7. Leaders (all of the Children's Directorate Management Team) have greater understanding of the quality of social work practice.

3.2.3 The Outcomes Improvement Plan has been shared with Heads of Service across Children's Services and work is now underway to ensure that actions under each of the 7 priority outcomes are able to be delivered within the 3-6 month period.

3.2.4 Whilst the Outcomes Improvement Plan is rightly led and driven by Children's Services, there is cross Council support and direct input to enable many of the priority outcomes to be achieved.

3.2.5 It is also recognised that the engagement and activity of our key partners, particularly Health Services, the Police and Schools, will be critical to the success of this Plan. Discussions have begun with key partners to facilitate their support and engagement on the delivery of this work.

4. **FINANCIAL & RESOURCE APPRAISAL**

4.1 As cited in the enclosed letter, there are likely to be some resource implications in view of the of additional social work capacity created within the service.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The Children's Services Improvement Board continues to monitor progress and will ensure that effective responses are made to all Ofsted's recommendations and DfE required improvements. The Children's Services Improvement Board focuses on outcomes for children and provides the drive and focus to ensure that necessary improvements are achieved and evidenced.

6. LEGAL APPRAISAL

- 6.1 The inspection in September 2018 was undertaken under the new Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action planning visit, quarterly monitoring visits and a re-inspection, and also an action plan prepared by the local authority within 70 days of receiving the report. The recent Ofsted monitoring visit was undertaken pursuant to this framework.
- 6.2 On 4 December 2018, following the Secretary of State's decision to take a non-statutory approach in Bradford's case, the DfE issued an Improvement notice to the council, requiring the council to take a number of actions to address all areas of improvement identified in the Ofsted report. The notice also provides for DfE reviews of progress against the improvement agenda.
- 6.3 Following notification to the council on 26 July 2021, the Improvement Notice was escalated by the Secretary of State for Education to a Statutory Direction on 15 September 2021. This directed the council to ensure all its children's social care functions are performed to an adequate standard and appointed an Independent Commissioner for Children's Services. The Commissioner's terms of reference include issuing instructions to the council to secure immediate improvements, identifying improvement requirements and support needed, assessing the council's capacity and capability to improve itself in a reasonable timeframe and to sustain long term improvement and advising on alternative delivery and governance arrangements outside the operational control of the council. The Commissioner is required to report by 14 January 2022.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

Not applicable.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable.

7.3 COMMUNITY SAFETY IMPLICATIONS

Not applicable.

7.4 HUMAN RIGHTS ACT

The quality of children's social work services can have implications for a number of rights protected by the Act including the right to respect for private and family life.

7.5 TRADE UNION

Consultation with the Trade Unions continues around workforce and budgets. Caseloads continue to be monitored by Management.

7.6 WARD IMPLICATIONS

The Improvement Notice and Improvement Plan affect all Wards, due to the Inadequate Judgement.

7.7 IMPLICATIONS FOR CORPORATE PARENTING

In addition to the improvements identified, further areas of improvement are also necessary within our children in care and care leavers services.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None; both the Notice to Improve and Ofsted report have been published on their respective websites and are therefore in the public domain.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 Not applicable.

9. OPTIONS

9.1 Not applicable.

10. RECOMMENDATIONS

10.1 The Executive are asked to note the contents of the letter from Ofsted.

11. APPENDICES

11.1 Appendix 1: Ofsted Report of the Monitoring Visit on 7 and 8 September 2021.

12. BACKGROUND DOCUMENTS

12.1 None.

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22 October 2021

Marium Haque
Acting Strategic Director of Children's Services
Bradford Metropolitan District Council
1st Floor
Margaret McMillan Tower
Princes Way
Bradford
BD1 1NN

Dear Marium

Monitoring visit to Bradford children's services

This letter summarises the findings of the monitoring visit to Bradford children's services on 7 September 2021. This was the sixth monitoring visit since the local authority was judged inadequate in October 2018. Her Majesty's Inspectors for this visit were Jan Edwards and Janet Fraser.

Areas covered by the visit

Inspectors reviewed the progress made in strengthening practice for children in care. They focused particularly on weaknesses identified at the last inspection, and subsequent concerns raised from regulatory inspection of Bradford children's homes:

- permanence planning and decision-making for children in care
- placement stability, including sufficiency of homes for children
- placement decision-making and the commissioning of these arrangements
- unregulated and unregistered placements.

This visit was carried out in line with the inspection of local authority children's services (ILACS) framework. This visit was carried out on site. Inspectors used a combination of video calls and in-person discussions with local authority staff, managers and leaders.

Headline findings

This is the sixth monitoring visit since the judgement inspection in 2018. Successive visits have reported a slow pace of change, reflecting a lack of traction in making concrete improvements to children's experiences. Furthermore the poor practice Ofsted identified in recent separate inspections of two of Bradford's children's homes,

resulting in a decision to suspend one home and rate the other 'inadequate'. These factors contributed to a decision by the Department for Education, in August 2021, to issue a statutory direction with a commissioner appointed to oversee expected improvements in services for children.

While significant weaknesses remain, actions that leaders have taken since the last monitoring visit in February 2020, which focused on children in care, have recently started to show some improvements in some areas. There has been improvement in the quality and frequency of children's review meetings, life-story work is taking place with more children, children are helped to achieve timely permanence through adoption and permanence tracking is now in place.

There is still much more to do to improve the consistency of practice and address continuing weaknesses in several key areas. In particular, the findings at this visit highlight the need to:

- urgently improve the standard of care provided in residential services
- improve the quality and effectiveness of commissioning of placements
- strengthen the effectiveness of corporate parenting
- improve the consistency of practice in care planning and managers' oversight and practice with children living at home under the jurisdiction of the court
- further stabilise the workforce and to reduce social workers' workloads; and
- strengthen the participation and the voice and influence of children and young people in helping to make improvements to the service.

Findings and evaluation of progress

Some children have continued to experience harm while in care. This corresponds with the serious safeguarding concerns raised through regulatory inspection about the ability of residential services to care safely for children in some of the local authority children's homes. However, for those children who have recently come into care this was an appropriate step to safeguard them, and for most children this was achieved at the right time. For some of these children, their new homes are meeting their needs.

In recent months, the availability of local authority-run residential homes has been affected by the closure of two of Bradford's own homes, which were failing to provide effective safeguarding and care. The additional impact for children was that they have continued to experience temporary moves due to inadequate assessment of their needs, inappropriate matching and insufficient suitable placement options. Furthermore, there has been a recent example of an unregistered provider being used. This exposed a child to serious risk of harm. These events demonstrate a failure on the part of Bradford senior leaders as the corporate parents for some of these children. Senior leaders have accepted that they have failed some children in

care and have instigated an urgent review of residential services, commissioning and unregulated placements.

A strong emphasis is placed on enabling children who cannot remain at home to live with extended family and friends. When children first come into care, while the option of living with family and friends are rightly explored, weaknesses in planning and rushed decision-making in some children's cases have resulted in inappropriate placements which quickly break down. Children experience too many unnecessary moves and a lack of early placement stability. Some children have had a lengthy route to their current placements and have experienced numerous breakdowns of placements.

Senior leaders have introduced a new care planning process to address the drift and delay, and poor care planning seen at the last monitoring visit that focused on children in care, in February 2020. While this is now becoming embedded, it is too soon to tell how this is affecting the effectiveness of care planning. Care plans remain too variable in quality. Some plans clearly identify children's wide-ranging needs based on updated assessments, but some plans are too vague and lack contingency plans, particularly when children's living situations are at risk of breaking down or risks increase. Children's review meetings have increased in frequency and are of better quality. Children attend their meetings when they wish to do so and share their views with either their independent reviewing officer, their social worker or carers, or through Viewpoint which is an app designed to help children share their views.

There is a shortage of suitable homes for children to live in when they come into care. There were 1,365 children in care at the time of this visit. Limited placement choice and lack of effective early matching mean that some children experience too many unsettling moves in the first 12 months of care and others are being moved too often, even after 12 months in care. As part of the service's approach to developing sufficient homes for children, leaders have recently introduced a nationally recognised fostering project to support children with complex needs. However, this fostering project is very new and its impact on improving placement choice was not evident at the time of this visit.

An impact of the shortage of suitable foster or residential homes in Bradford means that children are too often placed outside the borough. The demand for placements grew in summer 2020 and combined with a national shortage of placements, at the end of July 2021, 368 children were living out of Bradford and away from their families, friends and local communities. For some of these children, the decision to seek placements outside of Bradford is the right choice to address an identified need for specialist therapeutic care or is necessary to safeguard them. For too many children, however, these decisions are simply based on availability rather than assessed need.

Many children are not achieving permanence as early as they could. Delays in care proceedings are affected, not just by issues specific to the case such as court timetabling or expert assessments, but also by changes in social worker and the quality of the evidence. However, improved tracking and performance has resulted in more timely permanence for 31 children who have been placed for adoption in the last two quarters of the year.

Tracking of children in care proceedings and those with permanence plans is now better embedded, with regular meetings to monitor progress. Newly recruited court consultants provide effective support and challenge to social workers and managers and monitor this work. This is starting to show impact in preventing drift and delay. The court consultant's monthly report echoes some continuing fundamental weaknesses that inspectors saw in relation to care planning for babies and young children. Additional training to strengthen practice in this area is being implemented. There is also some evidence of the effectiveness of the work undertaken within the Public Law Outline in preventing escalation of children into court proceedings.

Many externally commissioned residential services provide therapeutic placements which are helping children to settle and to regulate their emotions, and this supports placement stability. The edge of care service is successfully supporting children to remain living at home or to return home from care, as well as those in foster or residential care. This includes clinical psychology, and specific therapies such as family therapy. Children are supported in their education and the virtual school is a persistent advocate for children's education and this includes for children who are living out of area.

Many children in care have experienced serious adverse experience, trauma and multiple rejection and loss. For those children, their emotional well-being needs are identified and services provided through existing provision or through other bespoke arrangements. Spot commissioning of therapeutic services has been introduced by leaders in response to waiting times for child and adolescent mental health services. Nevertheless, inspectors did see a small number of children whose mental health and well-being were not addressed.

Children are visited regularly, even when living at some distance. When self-isolation is required, social workers have maintained a connection to children through text messaging, cards, phone calls and video messaging. Family time is supported to meet children's needs for their continuing relationships with their brothers and sisters, parents and other family members.

Many children in Bradford are subject to care orders while living at home with their parents, including some children placed under the jurisdiction of the court (s38.6). The assessments of children living at home with their parents under s38.6 are weak. Managers are not providing oversight and direction, and visits to these children lack a clear purpose. Leaders are aware of these weaknesses in practice and are putting plans in place to improve practice.

Leaders have made life-story work a priority area for development as most children had not had this type of support. A new process and training for social workers to help children to understand the story of why they are in care have been implemented. More children are now receiving this vital help. For those who are too traumatised or who are at difficult life stages and not currently able to engage in this work, social workers are starting to collect information and store memories for when children are ready.

At the time of this visit, there were 89 children aged 16–17 years old placed in unregulated settings. Young people who are supported to live independently are being visited regularly in their homes. While supported accommodation was appropriate for those young people reviewed by inspectors, it is not easy to differentiate their care and support needs from the child's records. Furthermore, the quality assurance and oversight arrangements which have been recently developed are not clearly evident on children's individual case files. As a result of feedback from the visit, leaders intend to implement a clearer process to distinguish children's care and support needs, to inform decision-making and commissioning of these placements. Bradford Children's services reported that it currently has one child living in an unregistered setting following a court order. This child is now settled following a long period of instability and the risk he has been exposed to has lowered as a result of the support he is now receiving

A new range of quality assurance activity has been developed. While variability in how audits are conducted limits their value for the organisation, and is not yet leading to wholesale improvement, monthly audit reports are helping the service to identify weaknesses in social work practice and to focus learning and development.

Performance management systems have been refined, with better reporting to the improvement board supporting scrutiny and challenge through the vital signs performance information. The local authority's improvement plan, which is monitored on a six-weekly basis, is overly long and complex, making it difficult to focus on those priority areas that will bring about the greatest change. The additional action plan for residential services improvement has been appropriately added to the scrutiny of the improvement board.

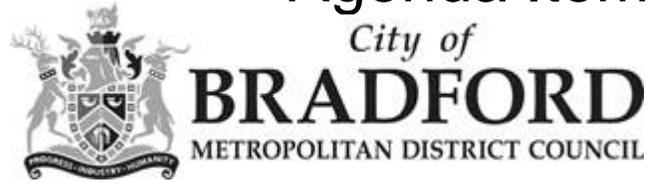
Corporate parenting is underdeveloped and has lacked a proactive approach to advocacy and challenge on behalf of children and young people. Young people told inspectors that their involvement with, and influence on, their corporate parents has been limited, as they have not felt able to fully engage on an equal basis with adults in formal meetings. A very recent initiative changing the style of the meeting is welcomed by young people as likely to improve their ability to engage. Leaders have recognised the weaknesses in corporate parenting and are acting to develop the whole-council and partnership approach that has been lacking, and to enhance the voice and influence of children. This has not come soon enough.

Caseloads remain too high for some workers, particularly for workers in the long-term social work teams who hold children in care cases. This inhibits their ability to undertake the direct work they need to do to support children more effectively. Children and young people are still experiencing too many changes of social worker and inconsistency in care planning. This affects children being able to get to know their workers and the social workers getting to know them. Senior leaders understand that their ability to recruit and retain experienced social workers and in having manageable workloads is crucial to the success and acceleration of the improvement programme. Most social workers spoken to by inspectors said that morale was good and that they liked working for Bradford Children's services.

I am copying this letter to the Department for Education.

Yours sincerely

Jan Edwards
Her Majesty's Inspector



Report of the Chief Executive Office to the meeting of the Council Executive to be held on 2nd of November 2021

AH

Subject: Protecting Vulnerable Children & Adults at Risk of Exploitation

Summary statement:

This report provides an update on the contemporary strategic response to all forms of exploitation of children and adults at risk of exploitation and how partners from The Bradford Partnership – Working together to safeguard children and the Bradford Safeguarding Adults Board work to drive continuous improvement and to hold agencies to account for their work on this subject. This report also outlines the challenges presented to the partnership following the global pandemic – Covid 19 and the current update on progress made to the Child Sexual Exploitation (CSE) Thematic Review recommendations published on July 27, 2021.

The Bradford Partnership and Bradford Safeguarding Adults Board have produced their annual reports cover the period April 2020 – March 2021

Appendix E – Is exempt under paragraph 7 (Crime Prevention) Schedule 12 of the Local Government Act 1972

EQUALITY & DIVERSITY:

The exploitation of both adults and children is a crime committed by perpetrators from all different backgrounds, age, gender, and ethnicity but are primarily committed by males. Victims of exploitation also come from different backgrounds, ages, gender, and ethnicity. Nevertheless, local experience and national research indicate recognised victims of exploitation do not necessarily reflect gender, ethnicity and other characteristics.

Kersten England
Chief Executive
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Portfolio: Children and Families,
Overview & Scrutiny Area:
Children's Services

1. SUMMARY

- 1.1 This is the annual update report provides an update on the contemporary strategic response to all forms of exploitation of children and adults at risk of exploitation and how partners from The Bradford Partnership – Working together to safeguard children (TBP) and the Bradford Safeguarding Adults Board (BSAB) work to drive continuous improvement and to hold agencies to account for their work on this subject. This report also outlines the challenges presented to the partnership following the global pandemic – Covid 19 and the current update on progress made to the Child Sexual Exploitation (CSE) Thematic Review recommendations which were published on July 27, 2021
- 1.2 Partners are continuing to work together to protect vulnerable children and adults at risk through increased collaborative work between the Bradford Safeguarding Adults Board, The Bradford Partnership, and the Community Safety Partnership on the issue of exploitation. This has been achieved through continued awareness and understanding, which has enabled professionals to recognise and respond to at an earlier stage
- 1.3 The All-Age Exploitation (AAE) sub-group has replaced the Risk and Vulnerability Sub Group. The AAE sub-group has a greater focus on the district's strategic response to those suffering from and experiencing exploitation, whether as an adult or a child. Superintendent Richard Padwell, who has recently joined the district, is the chair of this sub-group. There is a cross-section of representation from the Community Safety Partnership, Domestic and Sexual Violence Board, Adult Safeguarding Board, and TBP.
- 1.4 In February of this year, The Bradford Partnership, in conjunction with West Yorkshire Police, held a virtual conference on Criminal Exploitation. The conference had over 300 delegates attending.
- 1.5 The impact of the global pandemic Covid -19 changed the nature of vulnerability and has seen different methodologies being used by perpetrators to facilitate their continued offending behaviour. The Police and other law enforcement agencies have adapted their tactics to counter the threat they pose.
- 1.6 Building upon the existing structured response to exploitation, the Council's additional financial investment in services will develop an enhanced specialist multi-agency exploitation hub.
- 1.7 The CSE Thematic review, which was published on July 27, 2021, had 30 recommendations. A specific multi-agency monitoring group with external support has been established to ensure the developmental action plan recommendations and actions are progressed and completed.
- 1.8 TBP and BSAB have produced their annual partnership reports covering the period of April 2020 to March 2021. (Appendix A & B)

2. BACKGROUND

- 2.1 National research indicates a relatively small but significant number of young people and adults in the UK are victims of one or more forms of exploitation. They may be exploited sexually, financially, or exploited criminally through selling drugs, money laundering, weapons storage, or the `cuckooing` of property (e.g., illicit drugs, drugs cultivation), or perpetrators may exploit them through the use of their labour and other forms of labour.
- 2.2 Exploitation negatively impacts young people's and adults at risk health, family relationships and community environments, and the safety of online social media platforms. These negative impacts can often challenge professionals. They can manifest into episodes of missing, disengagement from education, distrust of professionals, poor or deteriorating mental health, and fractured communities.
- 2.3 Nationally and locally safeguarding partners are addressing the issues of exploitation and how to respond best to support their workforce in mounting a response to this range of significantly complex issues and their cause(s)
- 2.4 The exploitation of children and adults in the United Kingdom is not a new phenomenon. Still, globalisation, advances in the use of technology, and change in socioeconomic contexts are shifting the form and function exploitation takes, bringing new policy and practice challenges to keeping young people and adults at risk safe.
- 2.5 Locally, the ability of partners and services to identify exploitation has improved, so too has the understanding of its nature and challenges to designing and providing an effective response.
- 2.6 **Governance**
- 2.7 The Bradford District has continued to develop opportunities to increase collaboration between Bradford Safeguarding Adults Board (BSAB), The Bradford Partnership (TBP), and the Community Safety Partnership (CSP). Across each of the three boards, the sub-groups structures manage core functions as well as board-specific objectives. Some of these core functions create an obvious opportunity for a more consistent and collaborative approach, consider cross-cutting themes, and presents opportunities for shared learning.
- 2.8 Irrespective of the global pandemic Covid -19, identifying, understanding the harm caused by exploitation and serious violence is of the utmost importance to the Bradford Partnerships
- 2.9 The assessment of serious violence and exploitation, particularly against or perpetrated by our young people, has been under constant assessment linked to serious organised crime, domestic abuse, and sexual abuse
- 2.10 **All Age Exploitation Sub Group (AAE)**

Partnership work continues to develop around those at risk of exploitation s in particularly through the tri board partnership All-Age Exploitation sub-group, which has representation from colleagues from both children and adults social care,

Police, colleagues from the health economy, including public health and the voluntary care sector. The All-Age Exploitation sub-group is chaired by a senior police officer, Superintendent Richard Padwell. The AAE sub-group has a greater focus on the district's strategic response to those suffering from and experiencing exploitation and recognises that those who are exploited often span an age range that sits across both Children and Adults.

- 2.11 The AAE reports directly to both TBP & BSAB (BSAB) and has strategic lead for the district's child exploitation action plan and reviewing the Child Exploitation Protocol annually. The CE Protocol and risk assessment tool are utilised by professionals in their day-to-day assessment of risks faced by children and young people. In addition, the AAE is looking to understand and address transitions from adolescents to adulthood as a multi-agency partnership and has gained external support and guidance from the National Working Group – NWG to achieve this. Transitions will remain a priority for this group in 2022.
- 2.12 On September 10, 2021 – The AAE sub group hosted a large multi-agency partnership assessment event held at Bradford City FC. The purpose of the event was to better understand the threat, harm, and risk in Bradford, what works well and what areas where the collective partnership response can be enhanced, and to understand the changing nature of vulnerability.
- 2.13 The partnership event was attended by over 100 frontline practitioners' adult social care, children social care, health economy, housing providers, public health, Police, VCS, faith groups, education, amongst many others, and included individuals with lived experiences. The event was supported by the Centre of Expertise for Child Sexual Abuse, a team of partnership analysts, including the senior West Yorkshire Police analyst for exploitation, and the National Vulnerability Knowledge Practice Programme.
- 2.14 The findings from the event will form the foundations for a Bradford District Partnership Exploitation Strategy.
- 2.15 In Bradford, there is a strong strategic partnership for serious organised crime, which supports mapping the size and scale of organised crime groups, including exploitation. From this partner can identify young people who can be seen as being vulnerable to violence and exploitation and plan using the Programme Precision 4 P plan
 - Pursue
 - Protect
 - Prevent
 - Prepare



2.16 The Programme Precision is the initiative's name involving West Yorkshire Police, local partners, and the public to work together to tackle serious and organised crime in the county. Serious and organised crime covers a range of crimes, including drugs, firearms, child sexual exploitation, cybercrime, modern slavery, gangs, and county lines affecting both adults, children, and communities.

2.17 The Programme Precision steering group is chaired by Bradford's Chief Executive Kersten England.

2.18 The Bradford District has joint control strategies at strategic, tactical, and operational levels. This is reflected in the different strands and interventions operating within the field of serious organised crime

2.18 **Assessments & Response**

Within Bradford, there is a clear focus on partnership working to reduce the risks of all forms of exploitation.

2.19 In respect of children and young people, where any practitioner is concerned or receives information that a child or young person is at risk of exploitation, a multi-agency referral (MARF) is submitted along with a child exploitation assessment form

2.20 The Integrated Front Door (IFD) specialist team will take the lead and review the risk assessment. This is done daily and is referred to as a DRAM – daily risk assessment meeting. The completed risk assessment is presented at the daily risk assessment meeting by the allocated social worker

2.21 The DRAM is chaired by the IFD team manager for child exploitation and missing and attended by all partners located within the exploitation safeguarding hub, including Police, health, children social care, and colleagues from the voluntary care sector. This meeting is held to consider vulnerabilities and safety plans for children and young people at risk of harm and oversees the mapping of

interventions to support and reduce their vulnerability. Interventions and associations are scoped through regular mapping to support interventions and disruption. Following a recent Ofsted monitoring visit noted the practice improvements in the context of exploitation

"The complex (exploitation) safeguarding hub provides an authoritative and confident response for children at risk of exploitation. The hub's thorough screening of contacts and referrals about children, the specialist advice and consultation provided across the service, and regular assessment meetings have strengthened practice in this area"

The role of the multi-agency staff in the exploitation hub is to offer a 'complimentary' service to children in receipt of statutory social work interventions. The workers will provide a co-working role to ensure exploited children receive a 'better than good enough' response. By only offering a statutory service, the partnerships run the risk of measuring the outcomes against minimum standards. The partners recognise that minimum standards do not achieve sustainable change for victims of trauma.

- 2.22 Where an individual is identified as a high risk of CSE, a joint investigation team (JIT) consisting of Police and Social Care Workers is allocated to that child or young person. The JIT team will work alongside other practitioners to build a relationship to allow the child or young person to feel comfortable making a disclosure should they be a victim of exploitation.
- 2.23 The Bradford District Multi-Agency Child Exploitation (MACE) meeting is held every six weeks and is co-chaired by the strategic leads for Social Care and West Yorkshire Police. Senior managers from the Health Economy, Education, and VCS are also present. The meeting provides additional support and oversight of those cases where there is no reduction in risk. Leaders can 'unblock' resource issues to ensure that those at risk have access to timely support. The meeting is split into two parts to consider local issues, demographics, and data alongside specific cases. Each month the team manager for the exploitation hub will provide a highlight and analysis report
- 2.24 Missing episodes can often be a key sign when a person is subject to exploitation. The number of children reported as missing within the Bradford district has reduced significantly since the introduction of the Philomena Protocol. The protocol is designed to specifically support, understand, and respond to children in residential care who go missing. The protocol ensures every child placed in a residential provision has their own personalised missing trigger plan irrespective of whether they have the propensity to go missing or not. The plan is agreed upon with the Social Worker, Residential Provider, and West Yorkshire Police.
- 2.25 The district has four Police Community Support Officers who are jointly funded by the local authority who are responsible for attending to incidents of missing from a care home provision and working with the children and young person(s) to reduce missing episodes. The function is supported by a dedicated missing person coordinator, a Detective Constable who reviews all missing episodes for both adults and children. The reduction in missing incidents has been significant and has had a direct impact on reducing the threat of exploitation

- 2018 – 3653 Missing Incidents – 48.3% being children in care
- 2019 – 2973 Missing Incidents – 45.3% being children in care
- 2020 - 1671 Missing Incidents – 38% being children in care

A total reduction of 1892 missing incidents reported to Police.

- 2.26 During the pandemic and this year, the number of missing incidents has continued to reduce; while it is accepted that certain legal restrictions associated with the pandemic may have contributed to the reduction, the partnership would like to highlight effective and innovative partnership working has maintained that reduction through the focus on the Philomena Protocol which has without a doubt delivered improved practice notifications.
- 2.27 The impact has changed the nature of vulnerability in many ways for both adults, children, and communities. Covid 19 has increased the numbers of those living in relative poverty and dried up many grey market employment options. This, in turn, has driven more people to turn to other ways to earn money.
- 2.28 Unlike many other local authority areas, Bradford District, has retained a strong locality-based Youth Service. Bradford's large youth population means that partnerships have prioritised young people, and during the pandemic, Youth Workers' practice changed to become more detached and street-based in its approach. The deployment method has enabled youth work practitioners to develop strong links to the communities/neighbourhoods in which they operate.
- 2.29 The past twelve months have seen changes to the organised crime' business model' with examples of exploited young people involved in County Lines activity who have previously been placed on trains to travel to 'cuckooed' addresses now being transported by road vehicles, often by their perpetrator /associates
- 2.30 At this time, those particularly vulnerable may accept help from those who seek to exploit them. We can assume that the greatest opportunity for abuse, particularly during the last 12 months during the Covid 19 crisis, has been financial exploitation for adults at risk.
- 2.31 Bradford District has an established multi-agency safeguarding hub (MASH) dedicated to those adults at risk of abuse or neglect. Oversight and coordination are undertaken by adult social care and police colleagues of Section 42 enquiries; this includes those who may be exploited.
- 2.32 The Care Act 2014 (Section 42) requires that each local authority make inquiries or cause others to do so if it believes an adult is experiencing or is at risk of abuse or neglect. An enquiry should establish whether any action needs to be taken to prevent or stop abuse or neglect and, if so, by whom.
- 2.33 The Bradford District has a close working relationship with the West Yorkshire Financial Exploitation and Abuse Team (WYFEAT) and has supported several investigations of financial exploitation. The WYFEAT team is a multi-agency task force consisting of social workers, financial investigators, Police, and social workers and operates as part of Trading Standards.

2.34 Breaking the Cycles – Criminal Exploitation

Breaking the Cycle has been funded by the West Yorkshire Violence Reduction Unit (VRU) to intensively work with young people involved with serious organised violence and those who are criminally exploited. The overall aim is one of harm reduction, protection, and breaking the cycle of criminality. Work often starts on the street, as mentioned in paragraph 2.27. Work is undertaken with young people on a 1 to 1 basis and with their wider peer group.

2.35 This project has continued to grow in response to need, with workers now picking up cases direct from the Accident and Emergency Departments (AED) alongside the usual referral routes. This team are also working with our new asylum-seeking families and new arrivals to the city, enabling safety work to be started and integrated into a broader range of support offered to a vulnerable group of people

2.36 Breaking the Cycle team has seen over 90% of those referred to the service engaging positively.

2.37 The Youth Service

The Youth Service ensures that young people accessing all provisions are given support and information around safety and exploitation. Open access sessions and detached youth work sessions take the messages to a broad range of young people and ensure that there is consistency and responsiveness to the work undertaken in the area of exploitation and safeguarding.

2.38 Each of our area Youth Work teams remain committed to empowering young people to support them in making safe choices and considering safety when out with friends, in public spaces, or traveling around. Our area teams work 1-1 with young people. They have supported several young women regarding CSE, particularly in some of our new communities where there are cultural differences around what is acceptable and what constitutes a healthy relationship.

2.39 Our "Youth in Mind" work gives 1-1 support to young people with poor mental health and for those in mental distress, and our LGBTQ project has and continues to ensure young people are given keep safe messages and can take actions to keep themselves safe from exploitation and harm. Our workaround identity and acceptance are key to this.

2.40 Within our areas, we also will run, in response to need specific pieces of work – an example of which is our "Girl on the Street" project. Delivered in the Great Horton area, this project is focused on positive action by girls and young women to tackle and not tolerate verbal and physical abuse and sexual innuendos, which were being directed towards girls and young women just going about their daily business. This work has empowered young people of both genders to better understand sexual exploitation, forced or arranged marriages, - forced or coerced criminality, and domestic servitude. It has created a safe space, educated and raised awareness of the stages of child sexual exploitation, enabling young women to identify earlier the signs of concern and know what can be done about this, and support them in feeling safer. These young women are now developing a group of Young Women Safeguarding Ambassadors to stand against any form of exploitation.

2.41 The Youth Service has also been working with national organisations, including the BBC Childline, the NSPCC, and Missing People UK, to develop the "Is this, ok?" app developed in a partnership project Bradford and Waltham Forrest and piloted in Bradford. This app provides a safe space that is chatbot enabled and linked to telephone support services and provides a free, confidential chat service for 13–18-year-olds where concerns can be "checked out." The initial six months pilot proved the need for such a service, and further funding has been agreed to support this being rolled out to other local authority areas.

2.42 Turnaround – Sexual Exploitation

Turnaround is a partnership between Barnardo's and Bradford Metropolitan District Council, West Yorkshire Police, Bradford Early Years Grant, and Bradford & Airedale Teaching Primary Care Trust.

Turnaround provides a specialist service to young people which aims to increase self-esteem and fosters confidence, skills, and knowledge about reducing the risks of sexual exploitation.

2.43 The children and young people who are identified as 'significant or moderate risk' of sexual exploitation are referred to Turnaround to prevent their risk from escalating and to support them from exiting and recovery from child sexual exploitation

2.44 The current referral rate to the Turnaround project is eight children per fortnight. Using trauma-informed, strength-based; relational; and psycho-educative practice models, the experienced and highly skilled workers work directly with the young people to reduce risk and vulnerability.

2.45 Trusted Relationships

Trusted relationships offer 1 to 1 support to Young People aged 10-14 years who have been identified as at risk of exploitation. The project works with Young People on a tailored plan to address their needs and issues, including activities and opportunities in safe, accessible locations.

2.46 The project has reported an increased number of referrals and has started to deliver group work with another Trusted Relationships provider addressing the common themes of risks of online exploitation. The project reports that young people are still heavily using online platforms for social interaction with peers. Attached in Appendix C are some case studies of the work being undertaken

2.47 Cyber Crime Unit

The Bradford Police Cyber Crime Unit has continued to raise awareness of the dangers of online grooming & exploitation. This has been an area of concern nationally during the lockdowns where more and more people were accessing social media online. The team has continued its significant contribution within the educational sector and targeting establishments that have key connections to early intervention, safeguarding, and other vulnerabilities. However, due to Covid, the Cyber team has embraced social platforms themselves to deliver training and awareness sessions.

2.48 Other interventions developed / embedded during the last 12 months include

- The NHS, Emergency Department colleagues have a process framework for those young people and children attending accident and emergency departments (AED). For children who are flagged at risk of criminal and sexual exploitation, child protection plans, or children looked after, a notification is sent to appropriate services working with that young person or child, including to the Police where there is evidence of a crime and criminal activity.
- All Paediatric triage in AED is reviewed for intelligence regarding who attended with the child, their names, and their relationship. AED staff are trained to ensure this information is captured and recorded. In all cases where exploitation is suspected, this is reviewed by the Safeguarding Team, and additional safeguarding measures are tasked and/or implemented.
- The Trust Safeguarding Team reviews the AED attendance of young people and children, noting attendance history, the number, types, and nature of injuries. Where appropriate, the Safeguarding Team will make a referral to the Exploitation Team.
- The Bradford Royal Infirmary has a Plastic Surgery speciality, and as such, does see patients from out of the area attending following the violence. This information is always captured, reviewed, and shared with the admitting hospital to ensure continued safeguarding measures.
- On April 21, the hospital trust has launched the "Navigator Role" in conjunction with the work being undertaken with the Breaking the Cycle project. The data captured from the AED will identify ward areas and hotspots of concern, thereby enabling partnership resources to be deployed proactively to reduce and prevent young people from being subject to or involved in serious violence. Through this interaction, work will also focus on building emotional intelligence and resilience to take positive steps to ensure they do not become involved in serious violence.

2.49 **Education**

The local authority Educational Safeguarding Team has been proactive throughout the pandemic. As with most local authorities, Bradford has seen an increase in the number of children open to Children's Social Care seeking elective home education (EHE).

- 2.50 The Education Safeguarding Team has robust procedures in place for the response to EHE where there is a concern that education provision is not suitable for the child's age, ability, and aptitude. All notifications of an intention to EHE are cross-referenced with CSC records to identify any related to vulnerable children. Any such children or young people known to CSC are specifically reviewed to encourage parents to consider attendance at school.

- 2.51 The Education Safeguarding Team provides additional support and advice for schools. The district has additional processes in place for welfare checks for any children that do not return. This may be a joint visit between Police and Children's Social Care.
- 2.52 Officers work closely with other agencies with an established relationship with the family. They have supported Children's Social care colleagues to prevent children subject to Child in Need and Child Protection intervention.
- 2.53 The Bradford district has 16 Safer School Police Officers. These officers are fully trained in recognising and identifying children and young people who may risk exploitation and other contextual safeguarding issues.
- 2.54 The Bradford Partnership under the stewardship of the Independent Scrutineer has undertaken the monitoring of services response through weekly meetings. EHE has been a key feature of these meetings.
- 2.55 Bradford Youth Justice Service uses a multi-agency approach to identify and address a lack of education and NEET status by highlighting gaps and then communicating directly with Educational Safeguarding Officers to help reengage young people into mainstream education or other relevant provision. In aiming to address issues of truancy and exclusion, the Youth Justice Service is linked in through the Multi-agency Initial Planning panels, where every young person's case is reviewed upon entry to the Youth Justice Service. This ensures key information sharing is completed while identifying additional supporting provisions; this aids case managers in understanding offending patterns, complete informed risk assessment, and strengthen education links.
- 2.56 The Safer School Police Officers work with schools to do joint visits for those who do not return without explanation.
- 2.57 The district has several outreaches and funded projects locally on intervention and education. For example: -
- The Community Cougars Foundation (CCF) in Keighley delivers sports sessions alongside education awareness on exploitation and other related subjects. As schools and venues re-open, the CCF project will deliver these projects back to the school.
 - Working with a local Imam who facilitated workshops with over 900 children a week attending.
 - `Out-loud Project` - Delivering one to one and group support for children & young people who are at risk of exploitation through gangs in the south of the city
- 2.58 The Bradford Partnership, in conjunction with Ineqe, launched the Safer Schools APP in September the Safer Schools APP is an award-winning educational approach to digital safeguarding. It currently provides local authority schools through the sponsorship of the local authority insurer Zurich Municipal for staff, parents, carers, and pupils to have

- Access to credible, contemporary relevant information
 - Age-appropriate resources
 - CPD courses for school staff, including Governors
 - Customised communications through push notifications
 - Advice, guidance & signposting to seek help
 - Artificial Intelligence Prompts
- 2.59 The Bradford Partnership is in the process of making the APP available to all schools across the Bradford district via the Safer Bradford Website. The APP will complement and enhance the suite of safeguarding tools available for staff.
- 2.60 Within a week of the launch, 30 schools had signed up to receive the APP
- 2.61 **Enforcement / Pursue**
- POLIT**
The Bradford Police Online Investigation Team (POLIT) is the district's specialist response to subjects who view and/ or distribute indecent images of children or groom, incite, and/or facilitate sexual activity with children through the internet.
- 2.62 The POLIT team is a relatively new arm of the response to exploitation but reinforces the changing nature of the crime committed by perpetrators.
- 2.63 POLIT detectives have responsibility for reactive referrals from the community, the National Crime Agency (NCA), and other law enforcement agencies worldwide. Their works also contain referrals from worldwide social media groups, e.g., Facebook, regarding users sharing indecent images of children, alongside national operations targeting known organised crime groups and paedophiles.
- 2.64 On average monthly, the team are receiving
- 15 referrals from West Yorkshire Abuse Images hub with search warrants to execute.
 - 2 Live Internet Vigilante Predator Groups cases
 - 4 Referrals from the Regional & Organised Crime Unit
- 2.65 In addition to this, the team of 7 has 152 live investigations. Investigations are complex and time-consuming. The Unit has seen a substantial rise in the number of investigations during the past 12 months, with more offending behaviour committed while at home.
- 2.66 During September, made 17 arrests for offences. Police colleagues believe the demand to be high for the next 12 months

Appendix D – Highlights two recent cases of work undertaken by the Unit.

2.67 **Disruptions Officer**

The Bradford District has an experienced and skilled officer whose sole responsibility is dedicated to pro-active multi-agency disruption work. Examples of the recent work being undertaken include

- Tackling 'gaming' centres – where intelligence and information suggest are being used for exploitation or gang-related activity.
- Utilising enforcement powers in conjunction with the West Yorkshire Fire Service to close premises in cases where no substantial criminal offences are identified.
- Joint operations with HMRC at Shisha Bars.
- Joint patrols on identified hot spots and locations
- Disruption and detailed patrols on public transport, including work with British Transport Police on local train networks – Overt and Covert Tactics used to identify vulnerable young people or adults at risk and identify/prevent offending behaviour.
- Previous operations have included multi-agency work with hoteliers.

2.68 Partnership Intelligence Portal

The Bradford Partnership is promoting the internet-based Police Partnership Intelligence Portal (PIP). Partners are now using it to gather a better intelligence picture surrounding organised crime, including modern-day slavery and exploitation. This allows key strategic partners to submit intelligence to a central police tirage team. It is automatically emailed to the Intelligence Management Unit (IMU) at West Yorkshire Police on submission. This is a 24/7 unit that triages all intelligence submissions for the entire force.

2.69 West Yorkshire Risk & Vulnerability Strategic Group

The West Yorkshire Risk & Vulnerability Strategic Group, in partnership with the Police and partners were successful in their bid to receive support from the Tackling Child Exploitation (TCE) Project. This will assist partners in Bradford to support strategies that target and disrupt perpetrators of exploitation. The TCE project will be presenting its report in November 2021.

2.70 Operation Dalesway

West Yorkshire Police and the Local Authority continue to work together to report non-recent allegations of exploitation. Operation Dalesway is the Police operational name for such investigations. The specialist team was established in 2014 and had responsibility for the coordination, response, and oversight of non-recent investigations.

In partnership with local authorities and other organisations, West Yorkshire Police has developed a great deal of experience in investigating CSE and has brought a number of successful and highly publicised prosecutions in recent years, for Bradford these include

- Two men sentenced in 2013 for a total of 36 years in prison
- Twelve men sentenced in February 2016 to a total of 140 years in jail following an investigation in Bradford and Keighley.
- An investigation in Bradford which saw nine men jailed for a combined 132 years in 2019

2.71 Currently, the team has ten live investigations at various stages of progress. Police forces across the Yorkshire and Humber region have noted a reduction in the number of non-recent cases on child sexual exploitation. The reducing number of non-recent cases is comparable with other regional local authority areas.

2.72 Additional Developments

In April 2021, the Council made a significant investment into exploitation following a review of existing services. It is important to acknowledge that the review was planned and undertaken by the new leadership team as part of the Council's improvement plan. A commitment to annually fund just under 1 million pounds was made to further develop a 'Multi-agency Exploitation Hub.'

2.73 The Hub will feature specialist practitioners from Social Care, Education, Health, West Yorkshire Police, the Youth Service, voluntary sector organisations, Missing officers, and Business support. There will be an equal focus on perpetrator disruption and securing convictions alongside supporting victims and children.

2.74 Some key appointments have already been made, including a specialist health practitioner, an education safeguarding officer, and a dedicated disruptions officer.

2.75 The Bradford Partnerships are committed to raising the profile of exploitation, and the efforts to do this have recently been featured in a national article. 'Working in child exploitation is not just a job for me; it's about changing the lives of young people' | Community Care. This has, in turn, resulted in interest from other local authorities who consider Bradford's responses as a blueprint for good practice in their areas. Partnership colleagues have held several meetings with other Local Authorities to share best practices and embed learning on 'what works' in other places.

2.76 A significant focus is placed on supporting children with low or emerging needs to ensure early interventions are delivered, preventing an escalation of concerns. In addition to this, specialist services can focus their attention on the low number of children who are at significant risk so that the support they receive is intensive and impactful. The Team Manager in the Exploitation Hub reviews the cohorts of children weekly to prevent drift and delay.

2.77 There is national recognition of the gap in service provision for exploited children transitioning into adulthood. In response to this, a new flag called '18 and still vulnerable' has been developed, of which nine young people are presently identified. These young people must fit the criteria of either being a care leaver or having additional vulnerabilities. The circumstances for these young adults are reviewed, and universal safety plans are agreed with the RAM and MACE process described above.

2.78 There are ambitions to extend the criteria for young adults, and this concept is being explored within the All-Age Exploitation Group, which reports to the Bradford Partnership.

2.79 West Yorkshire Police state that the intelligence picture around Criminal

Exploitation, particularly "County Lines," has significantly increased across the force. "County Lines" is a form of Child Criminal Exploitation. It is a term used to describe the activities of gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas (within the UK), using dedicated mobile phone lines or other forms of "deal line". These gangs are likely to exploit children and vulnerable adults to move (and store) the drugs and money. They will often use coercion, intimidation, violence (including sexual violence) and weapons. County Lines & Criminal Exploitation As the focus on this area is a priority. Police colleagues anticipate that the numbers of victims and perpetrators will increase.

2.80 Police improvements in crime recording has seen the numbers of recorded offences increased.

2.81 The pervasive nature of internet capable devices and their ease of use for criminal purposes ensure that future threats around online CSE continue to evolve. The technology available to law enforcement will also lead to increased demand for the West Yorkshire Police Force. ICACCOPs is an online web interface and will enable Forces to further respond to and tackle, online child sexual abuse.

2.82 Training

The TBP and the Learning & Improvement task and finish group set up to look at opportunities for child exploitation training sessions across the district has continued its work. A series of sessions covering different aspects of the exploitation plan have been identified. The first session w focused on county lines; the second session concentrated on procedures and processes used in assessing cases within the exploitation hub. The sessions were launched earlier in the year. The feedback on the county lines sessions run by the Breaking the Cycles Team was extremely positive, and further sessions are being planned.

Other sessions being planned include: -

- Modern-Day Slavery
- Adverse Childhood Experiences
- Disclosures
- Child Medical Procedures
- Harmful Sexual Behaviour

2.83 The Bradford Partnership have commissioned from the NSPCC a series of training courses for frontline professionals responding to Harmful Sexual Behaviour displayed by children and young people

2.84 The sessions commenced in April 2021 and will run for 12 months. The commissioned service from NSPCC allows for the facility of a trainer the trainer. This has been made available to colleagues within the educational safeguarding team who can share the learning with designated safeguarding leads and deputies across the Bradford District.

2.85 The Bradford Partnership is hosting a series of Exploitation Masterclasses in November and early December on exploitation and will be delivered by a specialist

an external trainer – Sarah Henry. These sessions will be for frontline practitioners who are dealing with those at risk of exploitation. The sessions will include the findings from the recent publication of the Child Exploitation Thematic Review

- 2.86 The Bradford Teaching Hospital Foundation Trust Safeguarding team are part of the multi-agency training offer and teach on courses including to frontline practitioners who come into direct contact with children who may have additional vulnerabilities or disabilities
- 2.87 The Bradford Partnership are reviewing the current child exploitation protocol via one of the sub groups to ensure disabilities is referenced within the screening tool.

2.88 Child Sexual Exploitation (CSE) Thematic Review 2021

The CSE thematic review was published in July 2021, and the subsequent findings and recommendations have previously been reported to the Council committee.

- 2.89 The Partnership and its member agencies have accepted the findings of the review and are working to ensure the recommendations are carried out. A copy of the current developmental action plan is attached. It will be updated monthly, and actions may be amended and or added as required. The Chair and Independent Scrutineer have set a deadline for completing the action plan by the end of December 2021, which is challenging. Extension of current targets for completion will only be accepted on evidence of justifiable delay.
- 2.90 A further review of actions is planned for late October to consider the evidence of outcome/impact and check necessary changes have been embedded in practice.

Appendix E – Updated CSE Thematic Action plan

2.91 The Bradford Partnership and Bradford Safeguarding Adults Annual Partnership Reports

The two safeguarding partnerships for the Bradford District – The Bradford Partnership and Bradford Safeguarding Adults board annual reports set the activity been undertaken during the period of April 2020 through to March 2021 to promote the welfare of children, young people, and adults in the Bradford District. This includes improving outcomes for children, young people, and adults, statutory case review activity, delivery of safeguarding training, quality assurance and performance, the strategic vision, and what partners have achieved during that period. The annual reports also recognise some of the opportunities, emerging challenges, and risks.

- 2.92 Both reports can be found in **Appendix A & B**, respectively.

3. OTHER CONSIDERATIONS

There are no other considerations

4. FINANCIAL & RESOURCE APPRAISAL

There are no financial implications.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

6. LEGAL APPRAISAL

- 6.1 In relation to the protection of children and vulnerable adults, the report engages a number of legislative areas, including the Children Act 1989, Children Act 2004, Children and Families Act 2014, Children and Social Work Act 2017 and Working Together Guidance 2018, Care Act 2014, Modern Day Slavery Act 2015, Forced Marriage (Civil protection) Act 2007, Mental Capacity Act 2005, Equality Act 2010, and Safeguarding Vulnerable Groups Act 2006. Some legislative provisions will have been amended temporarily under the Corona Virus Act 2020.
- 6.2 This report is, of necessity, a very high-level description of key activities undertaken by the Council in order to protect the members of the local population who are at risk of unlawful exploitation due to their vulnerability. The statutory safeguarding duties of the Council under both the Care Act and the Children Act are of pre-eminent significance and involve complex co-operative activities with both local and national partners. Effectively discharging these duties requires their integration into all the other activities undertaken by the Council. For this reason, any list of specific statutory provisions must be qualified by the need to consider the practical effect of each and specifically whether it may lead to or facilitate unlawful exploitation.
- 6.3 The exchange of information with other statutory or involved agencies to facilitate measures to combat exploitation is a permitted form of data processing but requires the Council to undertake risk-assessments to ensure that the correct level and detail of information is communicated.
- 6.4 The new child safeguarding partnership arrangements were created by the Children and Social Work Act 2017. Statutory Guidance 'Working Together to Safeguard Children 2018' requires the Safeguarding Partners to publish a report at least every 12 months setting out what they have done as a result of the arrangements, including on safeguarding practice reviews and how effective the arrangements are in practice. The report should also include evidence of the impact of the work of the partners and agencies including training, on outcomes for children and families from early help to looked after children and care leavers and also an analysis of any areas where there has been little or no evidence of progress on agreed priorities.
- 6.5 The Bradford Safeguarding Adults Board is required to publish both an annual strategic plan and an annual report into its activities. The annual report is annexed to this report; and, as is required under Schedule 2 of the Care Act 2014, it describes:
- what it has done during the year to achieve its objective and implement its

strategy, what each member has done during the year to implement strategy the findings of the safeguarding adult reviews (SARS) arranged by it which have concluded during the year, the SARS arranged by it under that section which are on going at the end of the year, what it has done during the year to implement the findings of SARS arranged by it, and where it decided during the year not implement a finding of a SAR, the reasons for that decision.

7. OTHER IMPLICATIONS

There are no other implications

7.1 SUSTAINABILITY IMPLICATIONS

None

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.3 COMMUNITY SAFETY IMPLICATIONS

Exploitation of Children and Vulnerable Adults is a criminal offence. The consequences of exploitation can be long-standing for the victim and there is growing research evidence that victims of CE are themselves over-represented among young people coming to the attention of police services as potential offenders. In addition, Exploitation has lasting consequences for families of victims and perpetrators and has potential implications for community relations.

- 7.31 The Community Safety Partnership (CSP) currently oversees the commissioning of funding from the passporting of Police and Crime Commissioner (now under the Mayor's office) funding against key priorities, including CSE and now wider exploitation.

7.4 HUMAN RIGHTS ACT

Exploitation is a wide concept; and there is no direct provision that deals with it in the Human Rights Act. The abusive or criminal exploitation of vulnerable people, whether they are adults or children, will inevitably breach specific human rights. Where the Council becomes aware of this it will have a duty, as a public body, to take all proportionate steps to prevent such abuse and to enable all persons to effectively assert their human rights. The arrangements made by the Local Authority and partners are intended to both prevent the human rights of children, young people and adults being breached and to enable those right to be effectively asserted.

7.5 TRADE UNION

None

7.6 WARD IMPLICATIONS

- 7.61 It is recommended that each Area Committee receives an update report regarding

criminal and sexual exploitation in the next 6 months.

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

None

7.8 IMPLICATIONS FOR CORPORATE PARENTING

7.81 National and local evidence shows that children who are looked after by the local authority are more likely to become victims of Child Exploitation than other groups. This means that in relation to safeguarding and corporate parenting responsibilities, partners have a responsibility to understand the safeguarding risks facing children, and especially in relation to Child Exploitation.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.91 The nature of Sexual and Criminal Exploitation work requires partners to manage confidential matters and data under GDPR regulations in accordance with individual agency guidelines. There is no sensitive data included in this report that requires a Privacy Impact Assessment

8. NOT FOR PUBLICATION DOCUMENTS

8.1 Appendix E – Child Sexual Exploitation Thematic Review Updated Action Plan - Is exempt under paragraph 7 (Crime Prevention) Schedule 12 of the Local Government Act 1972

9. OPTIONS

None

10. RECOMMENDATIONS

10.1 The Executive committee is invited to note the report

10.2 The Executive committee commit to working closely with partners to Continue to raise awareness of exploitation of both adult and children

10.3 The Executive committee commit to working closely with partners to deliver on the actions within the developmental action plan and progressing the extensive wider work presently on going in Bradford.

10.4 The Executive committee encourages members to attend the exploitation awareness/training event for elected members to be held on 3rd November 2021.

11. APPENDICES

Appendix A – The Bradford Partnership Working together to safeguard children annual report 2020/21

Appendix B – Bradford Safeguarding Adults Board annual report 2020/21

Appendix C – Trusted relationships – Case Studies

Appendix D – Police Online Investigations Team Case Studies

Appendix E – Child Sexual Exploitation Thematic Review Updated Action Plan (Not for publication)

12. BACKGROUND DOCUMENTS

Working Together to Safeguarding Children 2018 - [Working Together 2018](#)

The Care Act 2014 - [Care Act 2014](#)

West Yorkshire Police and Crime Plan - [West Yorkshire Police and Crime Plan](#)

Serious and Organised Crime Strategy 2018 - [Serious and Organised Crime Strategy 2018](#)

West Yorkshire Police Serious and Organised Crime Strategy - [West Yorkshire Police - Precision](#)

Children's Society Counting Lives Report: responding to children who are criminally exploited - [Children's Society – Counting Lives Report](#).



The Bradford Safeguarding Partnership – Working together to safeguard children (TBP)

Annual Report 2020-21



Partners Foreword

Welcome to the annual report of Bradford Partnership (TBP) – Working together to safeguarding children. This unique report covers April 2020 through to March 2021, which saw unprecedented challenges for our partners due to the global pandemic – Covid 19. Added into this was the continued improvement journey of our Children's Services being closely monitored by Ofsted.

The report is an honest reflection on that period. You will read about many key achievements, child safeguarding practice reviews, and acknowledging the challenges and emerging risks partners face.

Our Partnership board and agencies worked tirelessly to ensure business continued during the pandemic. In late Spring, meetings moved to virtual meetings for the remainder of 2020/21. The Bradford Partnership held weekly Covid meetings to see how the partnership could support those partnership resources directly dealing with this unprecedented period.

You will also see acknowledgement that the partnership continues to challenge itself, and with partners continue our improvement journey, something collectively we will always strive to do

Partners Foreword

It is clear that some safeguarding threats persist, and as a partnership, we are determined to reduce the impact of these threats in a sustainable way. The pandemic has allowed us to consider how effective engagement with our communities can help us achieve these and other key safeguarding areas.

We must as a partnership continues to improve our engagement with communities, children, young people, and their families if we are to achieve our goals. This is fundamental to our success. Finally, we would like to acknowledge and thank every individual involved in safeguarding across the Bradford District for their commitment, hard work, support, and resilience.

Kersten England

Chief Executive

City Of Bradford

Metropolitan District Council

Dan Greenwood

District Commander

Bradford District

West Yorkshire Police

Helen Hirst

Chief Officer

Bradford District

Clinical Commissioning Group

Independent Chair & Scrutineer Foreword

This report is very different from the 2019- 20 Annual Report in a number of ways. That report (which was the report of the Independent Chair) covered a period of transition from the Bradford Safeguarding Children Board to The Bradford Partnership which replaced it in accordance with Working Together 2018. Current arrangements no longer involve a body which acts independently and the new Partnership is the responsibility of, and in the direct ownership of the three statutory partners – the Local Authority, the CCG and the Police and as a result this is their report, not mine.

I write this response in my capacity of Scrutineer and it is intended to support partners by providing my independent perspective on the work of the partners to safeguard children during 2020-21 and to highlight continuing challenges where appropriate.

The contents of the report have been determined by the lead agencies and they, together with other relevant partners have set out their strategic vision, outcomes and priorities, have provided information about their arrangements, information about partners achievements, new opportunities, challenges and emerging risks and reported on learning from reviews and analysis of performance.

The multi-agency arrangements for managing concerns continued to develop in 2020-21 with significant changes in the operation of the Integrated Front Door (the first point of contact when there is a concern re vulnerable children). The issue of agencies' understanding of the thresholds for service, issues re engaging families via consent, and low referrals for early help, (all also identified in the previous year) remained areas of concern in 2020-21 despite a clear focus and considerable work to promote improvement. However, though still showing insufficient progress in these areas at the year end, future reports will evidence much more progress in 2021-22.

The context within which safeguarding services are provided to support children and families continues to be challenging, and the pandemic added a further layer of challenge during 2020-21. Partners are to be commended on the way they came together to provide the best response they could. They were clearly sighted on vulnerable children, tracked those who did not take up the opportunity to be in school, achieved commendable levels of direct contact with children subject of a child protection plan or looked after by the Local Authority and, ensured food was taken out to those who would have had free school meals (many schools played a very significant part in this via doorstep deliveries).

Independent Chair & Scrutineer Foreword

Throughout the period Local Authority Children's Social Care continued to be monitored by Ofsted and, while some improvements were noted, the speed of recovery was considered to be too slow. Recruitment continued throughout but high levels of agency staff continued to be required. New standards of practice had been introduced and both supervision and quality assurance activities improved but Ofsted continued to report inconsistent quality of practice.

Both the partnership and the Improvement Board have been monitoring performance on a regular basis and, as Scrutineer, I have also been provided with more frequent reports in respect of some key practice areas. Some of the data is set out by partners in this report and shows continuing high rates of reported concerns for children, and high rates of children looked after by the Local Authority and of children subject of a child protection plan. Not all the data which is monitored can be set out in the report but the following are worth noting. At the end of 2020-21:

- Early Help referrals were still low despite investment, the launch of an expanded service, and changes in responses in the IFD;
- Too many contacts re concern for children were subject of no further action due lack of consent or not reaching the necessary threshold;
- Numbers of children being electively educated at home had increased dramatically;
- Timeliness of receipt of a service from the Child and Adolescent Mental Health Service had seen very significant improvement (concerns remaining about waiting times for Autistic Spectrum/ADHD).
- The increased demand arising from high levels of child protection referrals was a challenge for all agencies and exposed some significant deficits in capacity, particularly acute in the 0-19 service which provides school nurses and health visitors.

Independent Chair & Scrutineer Foreword

Although not published in 2020-21, (published in July 2021) a thematic review in respect of child sexual exploitation was underway and partners were responding to emerging learning during its progress. Additionally, understanding of child criminal exploitation was also developing. In response, the effectiveness and configuration of the service was reviewed and partners agreed to make a significant investment in services which will lead to the creation of a multi-agency exploitation hub based on research about effective practice.

Notwithstanding all the challenges, what I have seen is a sincere commitment to working together, and a willingness be creative in addressing the need for change among senior managers. On the front-line I have seen practitioners going above and beyond expectations to protect some of our most vulnerable children and families and to them I send my thanks

Jane Booth

Independent Chair and Scrutineer

The Bradford Partnership – Working Together to Protect Children

Role of the Independent Chair & Scrutineer?

To chair programmed meetings of TBP & extraordinary meetings as required

To attend the Strategic Leadership Group meetings and act as a constructive critical friend

Meet with the Director of Children Services or representatives as required.

Ensure the partnership monitors and develops a safeguarding partnership business plan which maintains a clear multi agency focus on outcomes for vulnerable children .

Be a key driver to promoting reflection and continuous improvement across the partnership

To liaise with the Lead Member for Children & Families Services, Health and Wellbeing Board and the Overview and Scrutiny committee as required

Ensure that the partnership works effectively, with good collaboration between its members, encouraging and supporting the development of partnership working between partner agencies, including its Sub Groups.

Provide assurance that TBP operates independently of its member agencies and that any conflicts of interest are appropriately managed.

Reviewing audits and performance data

Promote an awareness of Safeguarding Children throughout Bradford District

Introduction to the Annual Report

This report lays out the strategic vision, outcomes and a reminder of our priorities.

It gives information on internal structures and governance to hold partners to account

There is information on the work our statutory & strategic partners and we have achieved but also recognising some of the opportunities, emerging challenges, and risks

Also included is information on Local Safeguarding Child Practice Reviews (LSCPRs) and some of the performance data we have collected throughout 2020/21

About TBP

The Bradford Partnership has an Independent Chair & Scrutineer and consists of three key partner agencies who have a shared statutory responsibility for safeguarding children.

TBP is a key statutory mechanism for agreeing how the relevant agencies will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

[Working Together to Safeguard Children: July 2018](#)
– Requires Multi-Agency Safeguarding arrangements for the work of each Local Safeguarding Children Partnership.

About The Bradford Partnership (TBP)

By law, the partnership must have three members which are: Bradford Local Authority, West Yorkshire Police & the NHS Bradford District & Craven Clinical Commissioning Group (CCG).

The statutory partners lead working with Relevant Agencies (schools and all other agencies) to safeguard and promote the welfare of children .

Develop and publish a strategic plan setting out how we will meet our objectives and how our member and partner agencies will contribute

The safeguarding arrangements are published along with annual report detailing how effective our work has been.

The arrangements are subject to independent scrutiny .

Commission Local Child Safeguarding Practice Reviews (LCSPRs) for any cases which meet the criteria for these.

Our Shared Vision & Principles

Our Vision

“The Bradford Partnership will work to ensure that children are safe and receive a quality service”

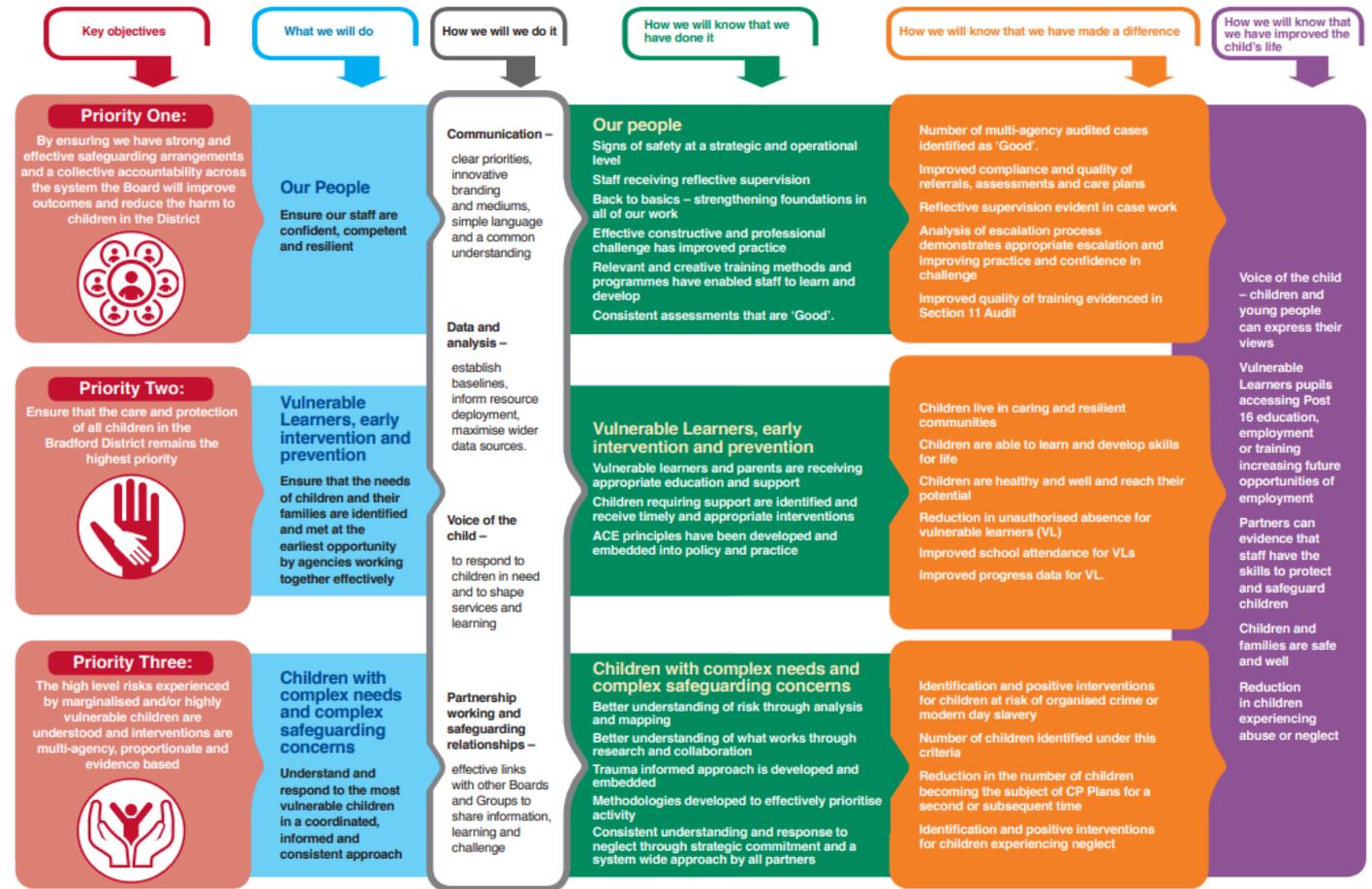
Our Principles

- The child is always at the centre
- There will be clear governance and accountability, clearly defined roles and responsibilities
- There will be transparent, open and honest communication between all
- We will foster continual improvement which includes learning from others
- We will enable early support at the right time to build independence and self reliance



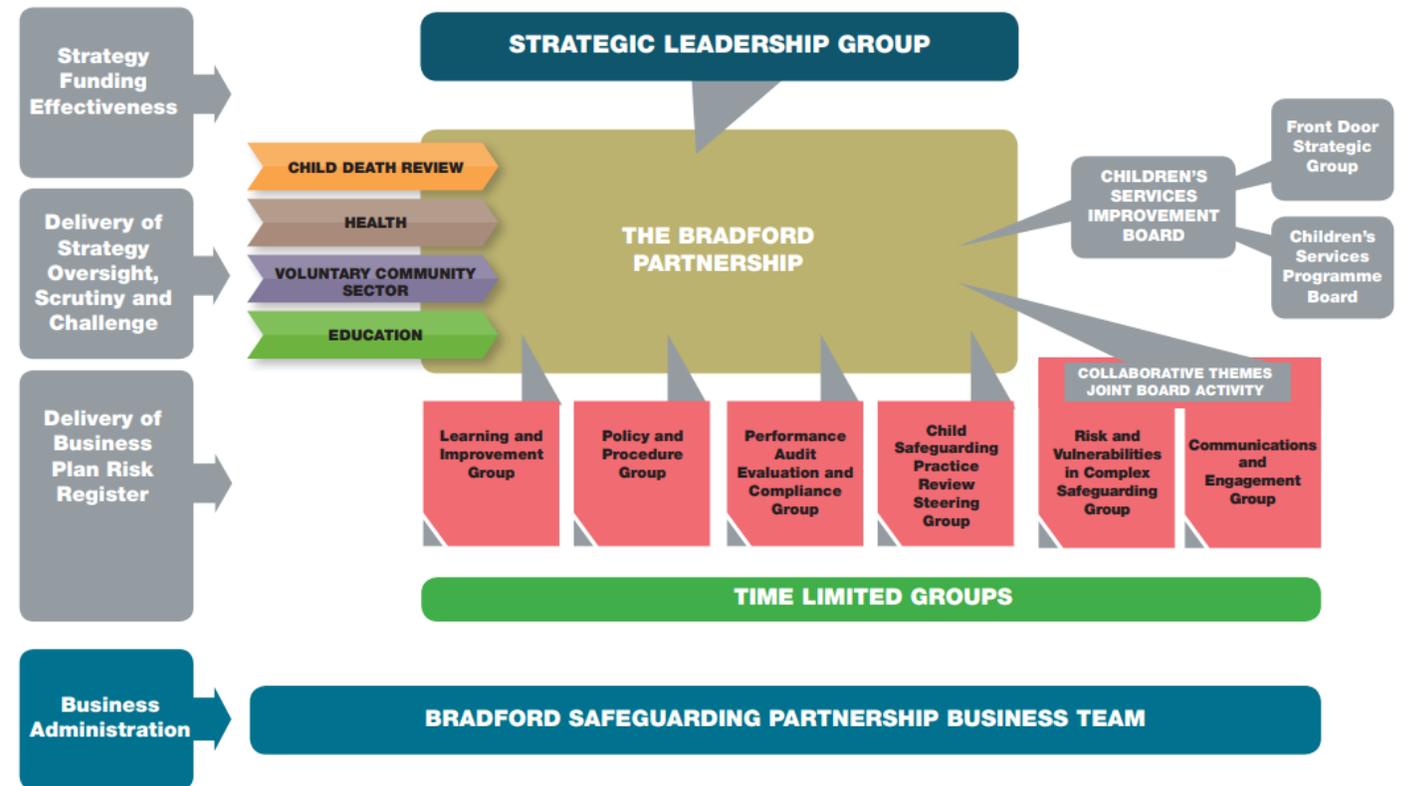
TBP Strategic Plan 2019/2021

Strategic Plan on a page 2019 / 2021



The Bradford Partnership Structure

Working together to safeguard children THE BRADFORD PARTNERSHIP



* The TBP are in process of developing a partnership Executive Group that will sit between the sub groups and the main partnership structure for 2021 / 22

Partnership Membership

- ANHSFT – Airedale NHS Foundation Trust
- BDCFT – Bradford District Care Trust Foundation Trust
- BTHFT – Bradford District Teaching Hospitals
- Cafcass – Children & Family Court Advisory and Support Service
- CCG – Clinical Commissioning Groups
- CSC – Children’s Social Care
- NPS – National Probation Service
- NSPCC – National Society for the Prevention of Cruelty to Children
- VCS – Voluntary Community Sector
- WYCRC – West Yorkshire Community Rehabilitation Company
- WYP – West Yorkshire Police
- YOT – Youth Offending Team

Agency	24/06/20	30/09/20	16/12/20	24/03/21	%
ANHSFT	Y	N	Y	Y	75
BDCT	Y	Y	Y	Y	100
BTHFT	Y	Y	Y	Y	100
CCG	Y	Y	Y	Y	100
CSC	Y	Y	Y	Y	100
Education	Y	N	N	N	25
NPS	Y	N	Y	N	50
Public Health	N	Y	N	N	25
VCS	Y	Y	Y	Y	100
WYCRC	N	N	N	Y	25
WYP	Y	Y	Y	Y	100
YOT	N	N	Y	Y	50

How does TBP link to other boards

TBP links with other statutory and relevant boards / partnerships

Where appropriate TBP Independent chair and Scrutineer will agree to, attend meetings with other board chairs to ensure continuity, joint working and shared resources

Other TBP links

- Bradford Wellbeing Board
- Bradford Health & Social Care Overview & Scrutiny Committee
- The Bradford Safeguarding Adults Board
- Bradford Community Safety Partnership
- Bradford Domestic & Sexual Violence board
- Children's System Board



Children Social Care

The new integrated front door (IFD) , the service which receives contacts and referrals to children`s social care, went live at the height of the first wave of the pandemic in June 20

The service at that time had been operating with a very high level of demand with a dispersed workforce. The IFD continued to be embedded and had to adapt very quickly to the new demands. Practice improvements were evident in more timely triaging of contacts, clear management oversight, effective use of information & risk analysis.

The new IFD arrangements put Early Help, interventions, and multi agency information sharing on a priority footing and closed several gaps on how services were delivered previously.

Strategy discussions are well attended, and timely. Effective safety plans are developed to ensure children`s immediate safety. Our social workers speak to children as part of the process, to have an understanding what life is like for them. This supports appropriate early decision-making.

Children Social Care

Significant effort has been made to recruit and retain more managers, practice supervisors and experienced social workers . This has continued to be a challenge throughout the past year.

The issue of parental consent raised in the Ofsted inspection is now better understood.

Despite Covid, work continued on the implementation of improvements required by Ofsted. Council teams and partners were able to implement new and flexible ways of working to ensure vulnerable children are kept safe . This included conducting high quality 'virtual' visits as well as doorstep visits. There is an acknowledgement that the pace of improvement has been slow.

A key piece of work completed was the introduction of new practice standards. The standards were developed in conjunction with staff and form the basis on how we approach our work.



Children Social Care

Despite the changes to working practices due to the Pandemic CSC managed to support all our children across residential homes

Provide short breaks across residential respite units

Provide supervised family time across our contact services

Care for all our children in their fostering placements

There were a few challenges around IT – e.g. Ensuring that staff had all the relevant equipment in order to complete various tasks . This issue has been monitored closely through the Improvement board



Children Social Care

The Improvement plan in response to the Ofsted Inspection did see some delays due to recruitment of permanent senior leaders.

The number of children in care remained higher despite efforts to safely reduce the numbers.

External placements were used, with several children being placed outside the area

Disabled children receive a child centred social work support which is making a positive difference for them. Transition planning for older children is promoted early and is appropriately focused on their identified needs.

The complex safeguarding hub provides an authoritative and confident response to children who are at risk of exploitation. The hub's thorough screening of contacts and referrals about children, the specialist advice and consultation provided across the service and regular risk assessment meetings have strengthened practice . Further development of the hub will continue in 2022.

West Yorkshire Police

West Yorkshire Police continues to be committed to active membership of The Bradford Partnership. During the past year, we have been represented at the board level by Temporary Superintendent Steve Greenbank, Chief Inspector Karen Lindsay, and Superintendent Richard Padwell & Chief Inspector Dan Ware. West Yorkshire Police is represented at all the key subgroups to the partnership board, where we continue to engage with all our partners on the board's priorities.

Alongside other agencies, the Bradford District police represent a bridge across from adult safeguarding into other vital areas of public protection, including domestic abuse and child safeguarding.

Our work on the pernicious issue of county lines drug dealing sees both children and vulnerable adults being exploited by the same offenders. We will continue to work across all partnerships to protect victims while targeting offenders.

We also recognise the challenges for both victims and perpetrators in accessing services between the ages of 16-25 as they transition from childhood to adulthood. "Policing has a crucial role to play in the identification, support, and safeguarding of adults who are at risk of harm. Perpetrators sometimes target those with specific vulnerabilities, such as mental health or isolation, believing that there is less chance of being caught.

I joined the senior leadership team at Bradford in January 2021 and am fully committed to working in partnership with the Bradford Partnership to keep Bradford residents, families, and communities safe and feeling safe. I welcome the challenge from partners and communities in holding me to account and will similarly hold partners to account for service delivery. I am proud to chair the All Age Exploitation Sub Group on behalf of the partnership."

Superintendent Richard Padwell – West Yorkshire Police Bradford District



West Yorkshire Police – Key Achievements

Through collaborative work with Bradford District Care Trust and the Local Authority created and developed Mental Health (MH) triage car . Initially introduced as a pilot to address issues of the Section 136 detentions .

The triage car has a MH nurse/Social Worker working alongside a Police Officer and attend incidents where there is a MH element and MH assessment is needed, thereby reducing unnecessary S136 detentions and improving the outcome for the subject.

MH training to over 200 new Police Officers

Supt Richard Padwell is the chair of the tri board sub-group – All Age Exploitation . This sub-group is working towards a partnership assessment of exploitation covering the threat, harm and risk across the Bradford District.

The number of missing adults & children at risk through the pro-active use of the *Herbert Protocol & *Philomena Protocol has reduced significantly.

2000 less incidents of missing children and adults

* Herbert Protocol & Philomena Protocol are early intervention and risk reduction schemes to help find vulnerable people who are at risk of going missing.



West Yorkshire Police – Key Achievements

Share a key role in the IFD

Operation Encompass is an initiative enhances communication between the police and schools where a child is at risk from domestic abuse · The purpose of the information sharing is to ensure schools have more information to support safeguarding of children. By knowing that the child has had this experience, the school is in a better position to understand and be supportive of the child's needs and possible behaviours

Operation Encompass complements existing safeguarding procedures and is now embedded in Bradford District

A senior police officer also co-chairs the MACE meetings with a senior colleague from Children Social Care

The number of recorded serious sexual offences in 2020 reduced by 228 offences. 1769 recorded in 2019 compared to 1541 recorded in 2020

The reduction in serious sexual offences is believed to have been linked with the national lockdown restrictions

There has been a slight improvement in the detection rate for serious sexual offences from 6.56% (116) in 2019 to 8.70% (134) in 2020



West Yorkshire Police – Key Achievements

We are committed to preventing people from becoming victims of crime, especially the young and the vulnerable. We also ensure that where crimes do occur, that victims and witnesses receive the best possible service and the best possible outcome.

Protecting the vulnerable remains our top priority . We have continued our focus on investigations into non recent offences of child exploitation through Operation Dalesway. We have seen a number of preparators brought to justice as a consequence . We still have a number of on-going investigations.

Bradford District Cyber Crime Team and have developed new educational & preventative material to help reducing harm and risk to the vulnerable . The team continue to promote early intervention with primary school children.

During Safer Internet Day in February 2020 the Cyber Crime Team hosted a full week of activities all centred on E-Safeguarding supporting the international event .

Our ambition is that all members of West Yorkshire Police, deliver an outstanding service, so that we can achieve the aspirations set out in the West Yorkshire Policing Strategy 2020-2025 and deliver our overall vision of '**Keeping West Yorkshire Safe and Feeling Safe**'.

Bradford District & Craven Clinical Commissioning Group (CCG)

Overall responsibility and accountability for safeguarding sit with the accountable officer, Helen Hirst.

The CCG children safeguarding team provide advice and support to colleagues. Still, as a commissioning organisation, they also ensure that compliance and quality are closely scrutinised, supported, and, where appropriate, challenged. The team also supports the safeguarding response and recovery plans for those organisations falling short of these essential standards and their statutory partners within children's social care.

CCG provides significant leadership by chairing several subgroups within the governance of the partnership structure.

As statutory partners of The Bradford Partnership, the CCG maintained a presence at partnership meetings, significantly contributing to the delivery of the assurance processes of TBP. The CCG fully met the duty to participate in and oversee the health contributions to Local Child Safeguarding Practice Reviews.

The CCGs' child safeguarding team continues to work cohesively and in collaboration with other partner agencies and has a shared commitment to safeguard those at risk of harm and abuse in Bradford. On 1 April 2020, the 3 NHS Clinical Commissioning Groups (CCGs) for Bradford District merged, forming the Bradford District & Craven Clinical Commissioning Group



Bradford District & Craven Clinical Commissioning Group (CCG)

Active senior leadership provided through The Bradford Partnership, Children's Improvement board and System Quality board

Led the health response in collaboration with partners to support Directorate of Education

Held weekly/bi weekly/ monthly meetings for senior leads providing essential data and assurance that vulnerable children and young people are receiving timely support including missing children, children not in education amongst others

Development of new clinical model for Children Looked after and reduction in waiting lists for health assessments.

Investment and recruit of key safeguarding posts within the CCG and also the funding of a Designated Doctor for children in care recurrently

Bradford District & Craven Clinical Commissioning Group (CCG) – Key Achievements

Have been responsive & worked in partnership across health and social care system to support partners and seek assurance that safeguarding children remained a priority during the pandemic.

In response to the Covid 19 pandemic and remote working safeguarding training was developed, delivered and maintained throughout to CCG staff via virtual training platforms

Developing and circulating safeguarding communications & information guidance to Primary Care staff on virtual examination , domestic abuse , Mental Capacity Act & vaccination aide-memoire to support practice



Bradford District & Craven Clinical Commissioning Group (CCG) – Key Achievements

As a consequence of the pandemic the CCG adapted safeguarding & quality systems to monitor providers & how well they are doing in protecting people from abuse & neglect

Strengthened relationships within the CCG and multi agency partnership to ensure safeguarding children is at the centre of decision making , including service changes as a result of the pandemic

The Personalised Commissioning Team have made timely applications for community deprivation of liberty cases to the Court of Protection to ensure actions and restrictions are proportionate and necessary.

Bradford District Care Foundation Trust (BDCFT)

All safeguarding mandatory training is above the threshold of 80%

Audit work has continued to evaluate learning & improve the quality of safeguarding practice together with updating policy and guidance

Providing valuable contributions to TBP & Subgroups as an active member
Providing valuable contributions to TBP & Subgroups as an active member

Bradford District Care Foundation Trust (BDCFT)

Children's Covid Integrated Visiting Team

A co-located and integrated team was established at Westbourne Green Health Centre (BDCFT), which brought together BDCFT Community Children's staff and Social Care colleagues, meaning we could focus on our most vulnerable children, even when there was suspected or actual Covid within the household. Joint visits and assessments were completed using PPE, 'clean' nurse, transport, decontamination, and de-brief after the visit. Social Workers and Nurses, i.e., Health Visitors, School Nurses, Children in Care Nurses, School Nursing, Special Needs Nurses, Staff Nurses, and Nursery Nurses completed visits.

0-19 Service (Health Visiting & School Nursing)

Both of these services have been significantly challenged in terms of staffing resources and capacity. Both services have recently activated their Business Continuity Plans due to substantially reduced staffing, specifically at the Specialist Community Public Health Nurse level, meaning that core mandated universal contacts have been impacted.

Entering the first lockdown period, services mitigated risk wherever possible by adhering to the NHS England National Community Guidance to stratify and prioritise caseloads while also offering a 'virtual' offer using telephone and video-enabled technology. Both services have worked hard to ensure that where face-to-face visits are needed, these occur using appropriate PPE, secure covid practices, and the Children's Covid Integrated Visiting Team. As the year has progressed, face-to-face contacts have resumed.

A full review of the School Nursing Service has been completed with Public Health Commissioners; service re-design is underway, which will focus on enhancing the core School Nursing offer.

The Health Visiting Service realigned to a tiered model, focusing on safeguarding, early help, and universal caseloads.

Bradford District Care Foundation Trust (BDCFT)

Children in Care Nursing Team

The Children in Care Team has expanded using non-recurrent monies to ensure that all children new into care are allocated a named Children in Care Nurse. The team is now skill mixed with specialist nurses, Staff Nurses, Nursery Nurses, and Admin. The additional nursing resource into the team is assisting with reducing nursing caseload sizes.

Throughout the last year and in response to Covid, the caseload has also been stratified, ensuring that the focus has remained on the most vulnerable children / young people who have needed support. Face-to-face visiting has been vital throughout the pandemic in this service.

The focus remains on completing Initial and Review Health Assessments promptly and working with Social Care to ensure that 'consent' for health assessments is received promptly.

School Nursing Special Needs

This service has worked exceptionally closely with education colleagues and the leaders of the Special Schools during the Covid period and continues to do so. Caseloads were stratified according to need and welfare calls made to families to ensure consistent support throughout lockdown.

Close working in relation to covid secure environments in schools, school bubbles, PPE has been vital in ensuring that as many children as possible can attend school safely.

Vaccination & Immunisation Team

During the period of lockdowns, the school-aged vaccination and immunisation service was redeployed to help support with covid visits and administration of the covid vaccine within the Bradford vaccine hubs. Like all other teams across the country, Covid impacted directly on the immunisation schedule for children, resulting in a backlog of immunisations. The team has worked exceptionally hard to catch up on their various immunisation campaigns meaning that the children of Bradford have received the routine offer of vaccinations.

Bradford Teaching Hospitals Foundation Trust (BTHFT)

Despite the significant impact and challenge on services Covid 19 presented, BTHFT maintained a safeguarding service throughout.

Recruitment of a Mental Health Specialist Practitioner to work across age groups

A pilot project of an enhanced care support worker to work with patients with additional needs such as , learning disabilities , cognitive impairment or mental health diagnosis. This project has allowed for early recognition of concerns and a timelier response.

The Safeguarding team assisted in the development of a multi-agency pathway designed to manage children and young people in crisis who need to the support of CAMHS and Children Social Care

Violence Reduction Unit in the Emergency Department (ED)- Following a successful pilot scheme a new Navigator role has been identified to start in ED in April 2021 to target those YP and adults who are victims of violence to engage in work with Breaking the Cycle.



Bradford Teaching Hospitals Foundation Trust (BTHFT)

The team were honoured to be a Nursing Times Award Finalist for our collaborative work with Children's Acute Mental Health Partnership (ChAMHP) right care, right place, right time.

The Trust continues to champion and support the ongoing work across the district to support those young people at risk of Child Exploitation (CE). The Trust has adopted the new risk terminology and continues to flag all those children assessed as significant risk for Child Sexual Exploitation (CSE) and in the later part of the year has also started to flag those at risk of Child Criminal Exploitation (CCE).

The Trust has also commenced flagging children with learning difficulties following a recommendation from the CSC CLAS inspection in February 2019.

The Safeguarding Children Team have a robust work plan and audit strategy that is regularly reviewed and updated in line with highlighted and emerging risks and themes. This provides assurance to the Trust and enhancing children's care and safety. The work plan includes appropriate areas for development and is informed by Trust and district activity and local and national learning from serious case reviews and inspections.



Bradford Teaching Hospitals Foundation Trust (BTHFT)

'ICON Lite' was launched in the reporting period to help parents care for a "crying" baby and help reduce the risk of injury to a baby when parents cannot cope.

VCS service for children on the wards continued and Youth workers continued to support children on the ward engaging them in activities and providing support. To children, families and staff.

Due to Covid virtual clinics have taken place to ensure that children were still able to access support and care. The Trust has moved with the changing government guidelines and adapted clinical areas to ensure that some face-to-face contacts can be conducted and are working to return to a higher proportion of face-to-face clinics.

Lack of community services has had a huge impact in terms of access to support groups, early help and intervention that would/could have taken place pre Covid. There has been a significant increase in families attending the ED department to access support and healthcare due to difficulties in being able to physically see other health practitioners in the community.



Children & Adolescent Mental Health Services (CAMHS)

The independent review by the Centre for Mental Health was completed in June 2020.

The review aimed to provide a full system overview of children and young people's mental health provision in Bradford and Craven highlighting our strengths and weaknesses, assessing local demand, needs and aspirations, and identifying priority areas for improvement.

The report was shared with the Mental Health Partnership Board and has since been published and disseminated widely with stakeholders across Bradford and Craven.

Pathway development - Consultation with the Local Authority, the Care Trust and Voluntary and Community Sector (VCS) has concluded with the development of a framework and unified referral form and assessment process for all referrals coming into children and young people's mental health services.

Referrals into specialist Children and Adolescent Mental Health services (CAMHS) will reduce as other more suitable support will be made available to those who do not meet specialist CAMHS threshold which will reduce the burden on the specialist CAMHS workforce



Children & Adolescent Mental Health Services (CAMHS)

Waiting List initiative -The CAMHS waiting list initiative is now underway, counsellors who specialise in working with children and young people are supporting the core and therapy waiting lists and Youth in Mind (YIM) workers are supporting the Autism waiting list. Qualitative and quantitative data is being collected as part of this work to support future sustainability by demonstrating impact. This work is also improving understanding between the CAMHS workforce and the wider Youth in Mind partnership who support children and young people's mental health.

The Parental support sessions are being co-designed by the Rollercoaster parenting group and a large piece of work is taking place to ensure clear information and communications about the mental health offer is available to parents, children, services and communities.

The programme have developed a series of easy to use digital and paper cards with key information The digital cards opened up to other digital forms of information held at www.healthyminds.services and at www.kooth.com which sign post people to our doorway to all mental health support services for children, young people and families.

The mental health leadership team have supported the progress made to the Children's Improvement Plan with considerable development on key areas.

Therapeutic support - A grief and loss pathway has also been set up that includes a training element for (statutory & non statutory) staff working with CYP to access which will aid understanding in dealing with grief and loss

MH Champions are still also been trained in schools and this programme is providing up to date information to the CYP MH leadership team on any gaps in support across the district



Youth Justice Service – Key achievements

Bradford & District YJS is made up of representatives from key agencies including the Police , Probation Service, Children`s Social Care, Bradford District Care Trust and Education – (formerly known as the Youth Offending Team)

The Youth Justice Board (YJB) stated “the YJS had made significant improvements since the priority support was put in place in 2019”

Recruitment of additional specialist resources which has enhanced the understanding of our young people, drive continued improvement and quality

A monthly quality audit is now in place

The number of young people in custody reduced during this period , however it is recognised the impact of Covid 19 restrictions and closure of courts will have impacted on this.

We are leading a West Yorkshire Pathfinder funded by the YJB which aims to look at consistent and effective practice for diversion and prevention.

Voluntary Care Sector (VCS) Key Achievements

Covid dominated the work of the VCS in 2021/21 . Voluntary organisations were key to the initial and longer-term responses. As with other partner agencies had to quickly adapt the way of working and operational delivery to meet the challenges of Covid with new and emerging needs , together with the need to work collaboratively

Partnerships – The VCS worked co-operatively with a range of partners in new ways. VCS and faith organisations were active in a wide range of activity including

Food provision supply, Mental health support ,Information sharing & increased partnership working

Active member of the TBP and various sub-groups and contributing intelligence , research and data . Provided communications for organisations , partners and individuals with informed solutions

System navigation – Enabled children, young people and families navigate the system to offer support and continuity . Particularly focussing on smooth transitions between children and adult services

Voluntary Care Sector (VCS) Key Achievements

Neighbourhood activity – Emergence of mutual support groups and increased activity from existing ones .

Proactive – Seeking out unseen children, anticipating needs and planning ahead. We ensured face to face meetings/ doorstep support continued for the most vulnerable . In some cases, being the only source of contact with individuals and families.

Leadership – Lead on key projects such as No Child Cold and ensured frontline VCS were offered vaccines, participation in key command groups

Although Covid still dominates the work of the VCS . The VCS have contributed to other vital activity such as ;-

- Promoting national VCS safeguarding resources
- Managing and facilitating online training & support groups
- Contribution to the development of ACES / trauma informed approaches
- Supporting the introduction of lead practitioner approaches .

Local Safeguarding Children Practice Review (LSPCR)

Learning Improvement

The Bradford Partnership has responsibilities under Working Together to Safeguard Children 2018 to undertake reviews of serious incidents involving children within the district. The guidance identifies the kind of cases that must be reviewed as;

- Serious child safeguarding cases in which:
- abuse or neglect of a child is known or suspected and
- the child has died or been seriously harmed

Serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social, or behavioural development. It should also cover the impairment of physical health. When making decisions, judgment should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.

The review is intended to identify single or multi-agency learning in the case and look at ways that this can be put into agency practice.

Under the guidance, the statutory partners have fifteen working days to undertake an initial "Rapid Review" of the circumstances of the case and decide whether there is a need for a more detailed "Local Child Safeguarding Practice Review" to gather the learning of the case.

Local Safeguarding Children Practice Review (LSPCR)

During 2019/20 TBP undertook a total of seven Rapid Reviews of cases. Of these the partnership made the decision that two of these required a more detailed review. Additionally the partnership identified opportunities for practitioner learning in different forms for two more cases. These were run as virtual events during 2021 due to Covid-19 restrictions but were widely praised as of value to those workers who attended. One of these was an appreciative enquiry event which involved workers and managers who had been involved in the case and sought to collectively look at what worked well in the case and what could have worked better. The second involved a series of learning presentations linked to the case that was open to workers from Bradford District as well as those from other local authorities across the region.

Local Safeguarding Children Practice Review (LSPCR)

- During this period two of the new cases moved forward to a Local Child Safeguarding Practice Review. This involves the appointment of an independent reviewer who will examine the information from all agencies and seek to identify areas of learning displayed by both good practice and where practice was less good within agencies and between agencies. They will seek to look at the way agencies both worked together and individually and provide recommendations for improvements. One of the reviews for “Grace” is due for publication in Autumn 2021 while another has identified an author and will commence in September 2021.
- In addition a case that commenced in 2019 and had been delayed by the pandemic restrictions for a case, “Emily”, was published early in 2021 and is available on the Safer Bradford website [Learning Review for “Emily” – click here to view](#). TBP also provided a “7 Minute Briefing” document to allow for briefing of staff across the partnership regarding the learning from the case [7 Minute Briefing – “Emily” – click here to view](#) .
- Bradford partners also assisted Camden with a review into one of their cases which had some links to Bradford although no significant learning for agencies locally.
- In 2020/21 work continued into the CSE Thematic Review, which again was delayed due to Covid-19 restrictions. This was published in July 2021 and responses in relation to this will be reported on more thoroughly in next years’ report.

Learning / Training

The Bradford Partnership hosted a virtual conference in February 2021 focusing on tackling the criminal exploitation of children.

The event was brought together by TBP with the West Yorkshire Violence Reduction Unit , Bradford Council, West Yorkshire Police and other key partners.

The event had a range of nationally recognised speakers including those with lived experiences and was attended by over 200 delegates and marked the start of TBP contemporary response to exploitation.

“We all know that Child Criminal Exploitation (CCE) is not something that any one agency can deal with in isolation, it needs to be a collective partnership response”

West Yorkshire Police & Crime Commissioner (PCC) Mark Burns- Williamson OBE

Learning / Training

Whilst the last 12 months has been particularly challenging for a TBP training offer, a number of other forms of training has taken place on a variety of different subjects these included :-

- Virtual training
- Professional practice sessions
- Appreciative inquiry
- How to deliver effective virtual training

Single agency training on all areas of safeguarding continued throughout the period of this report



Other Partnership Achievements

Our work with the West Yorkshire Violence Reduction Unit has helped us refine data & better understand the threat of serious violence & exploitation, this enables partners to intervene earlier

Bradford District have retained a strong locality based youth service.

Youth work practitioners develop strong links to communities and neighbourhoods

Bradford's Breaking the Cycle is an exemplar of good practice. It stands strong in providing an intensive, intelligence led , and where required an invasive intervention service to young people who are risk of serious violence and exploitation (See case studies)

Did we make a difference ? – Case Study 1 – Child A

Child A was referred to services due to concerns regarding criminal & sexual exploitation. Child A was associating with older boys, who offered him rewards for stealing car parts and bikes, even acts of arson

1 to 1 support was provided focusing on the child's interests/hobbies . Sessions were focused on football in the park.

Child A always had a say on what work was been undertaken. Child A`s mother was always kept in the loop

What was the outcome ?

Child A was given sessions on fire safety , shared lived experiences with professional footballers and the consequences of committing crimes.

Child A at the time was in the transitional period from primary to secondary school .

He wrote letters to those he had offended against and has been an active member of a local sports club

Direct feedback – “I can use my new skills in other parts of my life”

Did we make a difference ? – Case Study – Child B

Child B was referred to services due to concerns of sexual abuse and vulnerability to exploitation

Child B had numerous missing episodes, instances of self harm and eating disorders.

1 to 1 support provided during Covid
Twice weekly sessions including contact via social media. Additional support provided by Barnados.

Therapeutic art and structured exploitation session completed
Additional support for Child B`s carer

What was the outcome ?

Child B is now in engaging with additional support . Missing episodes have stopped. Child B is now in college

Child B is have on going support and has placement support via Positive Pathways to support her return to mothers care.

Direct feedback – Child B – Felt listened to, heard and protected by the workers.
Child B can now identify trusted adults

TBP Dashboard & Intelligence

TBP, through the Performance Management, Audit, and Evaluation (PMAE) sub-group, collates data and monitoring information regarding the extent to which children and young people who are subject to interventions achieve positive outcomes. Amongst the focused areas, the PMAE sub-group monitors the progress of priority issues as set out in the board business plan.

The following slides are an indication of some of the areas monitored by this sub-group. The sub-group meets quarterly and is chaired by the independent scrutineer Jane Booth.



Children's Social Care Contacts

Why is this important?

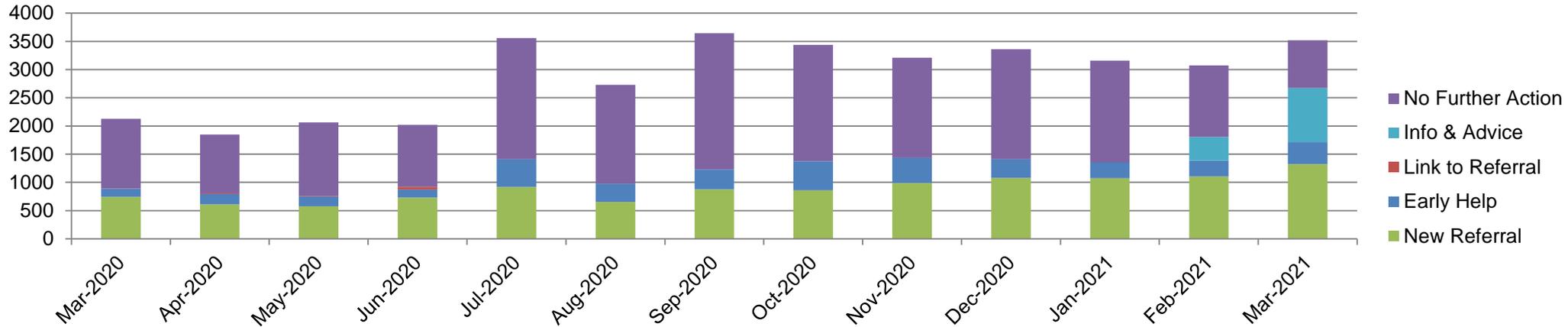
An effective service should be working with partners to limit the number of contacts that do not lead to a referral to ensure that demand is managed and dealt with appropriately.

What is our current trend and what are we doing about it?

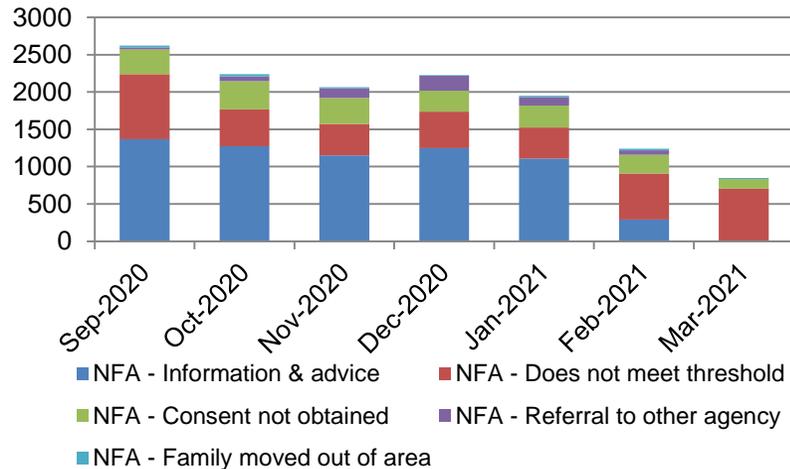
- The number of contacts received into the Integrated Front Door has significantly risen over the course of the year. In March 2021, a total of 3836 contacts were made to Children's Services. This is the highest monthly number of contacts received since September 2020. The rise in contacts is believed to be linked to schools returning during the Covid19 Pandemic. This has in turn resulted in a higher number of cases being progressed for a Social Work Assessment.
- Reassuringly, the number of cases referred to Early Help has increased and there is further work planned in this area to ensure children and families receive early, targeted and timely support. We continue to utilise our Early Help Coordinators in the locality Hubs who offer support to universal professionals identified as 'Lead Practitioners'. This ensures early help assessments are completed in the community to support families who have low or emerging vulnerabilities.
- Overall, the 12 month rolling average data details how the number of children and families accessing early help support has increased whilst the number in need of a statutory service has remained fairly stable. This offers some assurances about consistent threshold application for children in need of protection. Due to a new way of reporting, the number of contacts with an outcome of NFA has significantly reduced since February 2021.

TBP Dashboard & Intelligence

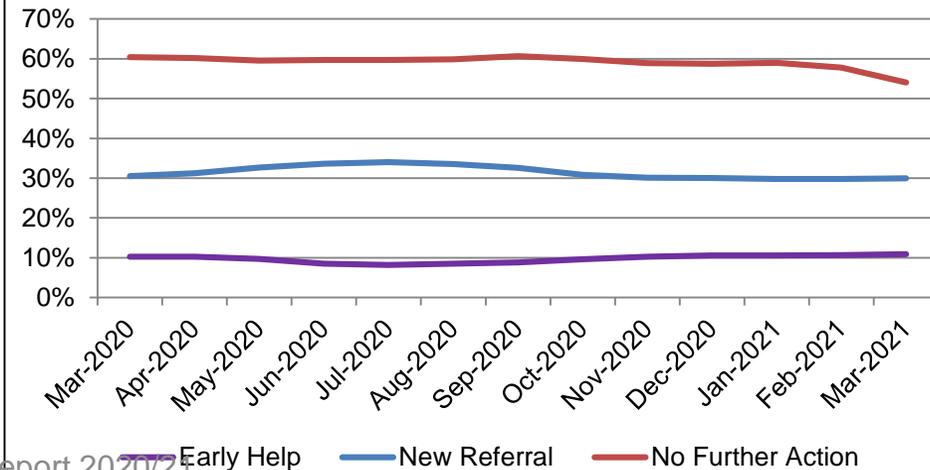
IFD Contact Outcomes



Breakdown of Contacts resulting in No Further Action



Contact Outcomes - Rolling 12 month averages



Early Help

Why is this important?

We aim to increase the number of children receiving early help. Early help prevents the needs to statutory interventions and ensure children and families receive support at the right time

What is our current trend and what are we doing about it?

Last month there was a reduction in the number of children receiving early help.

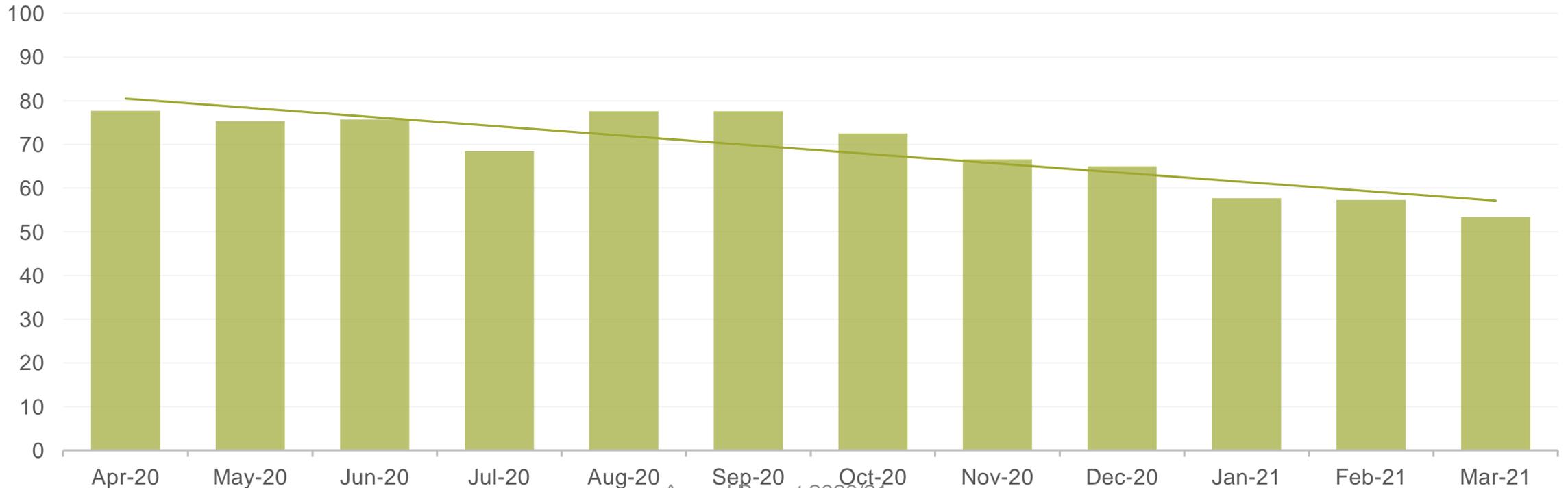
We are currently carrying out a targeted piece of work with the Integrated Front Door to ensure the pathway is robust. We want to ensure that all children are being considered for Early Help during the triage stages whether this be for Parenting, Family Support or with the support of a Lead Practitioner.

We have also reviewed and refined our step-down process. We strongly believe that once this process is embedded that it will be a more efficient and effective process to step down cases. This process is in the last stages of testing, we expect that it will be live within the next month.

We will further develop relationships with teams in localities to ensure pathways are robust and relevant cases are considered for Early Help. Locality allocation meetings are strengthened, with a more joined up working approach, by promoting more case discussions between the managers from locality teams and Early Help managers.

Early Help

Rate of children receiving Early Help support, per 10,000 population
(Multi-agency)



Children's Social Care Referrals

Why is this important?

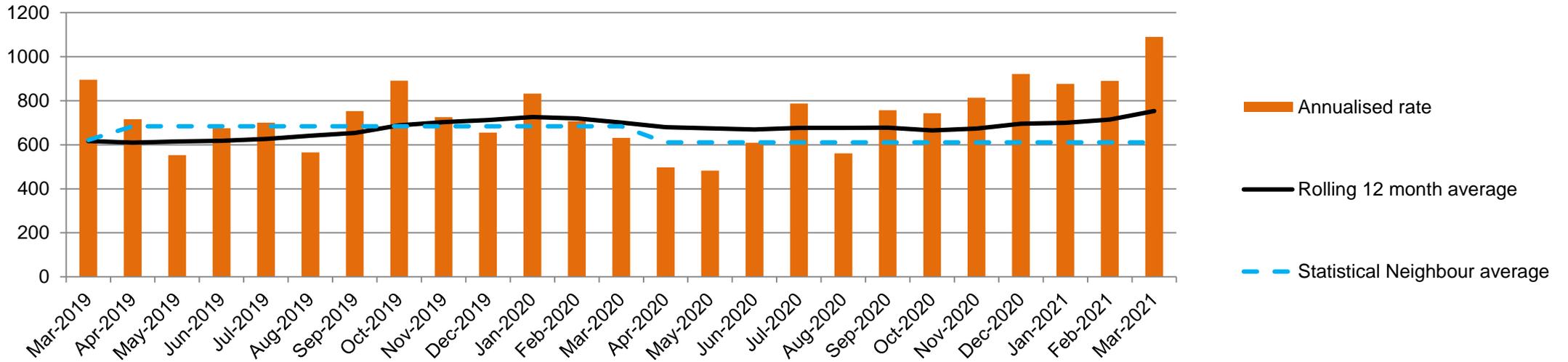
An effective service works across all partners to make sure that the right contacts come through the front door and contact centre that result in a referral.

What is the current trend and what are we doing about this?

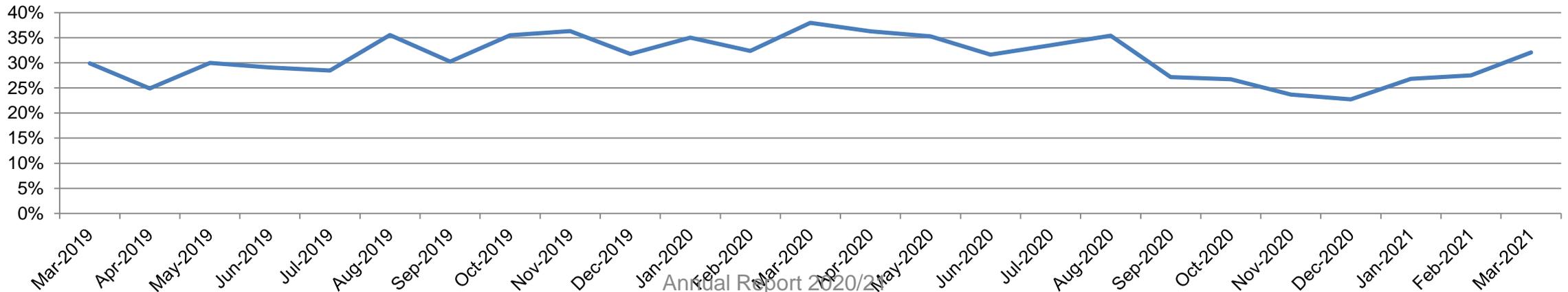
- The data for March shows that the referral rate in Bradford is higher than that of our statistical neighbours. Whilst this may raise some concern, it should be treated with caution, Bradford has received the highest number of contacts in comparison to all its statistical neighbours. In addition to this, some authorities who have a lower referral rate do have a higher *re-referral* rate than Bradford. There are a number of reasons why Bradford may be receiving more contacts than its statistical neighbours, these include geographical size, higher number of 0-16 population and factors such as the levels of deprivation across the district.
- Bradford applies a local measure to look at re-referrals which is 'a referral being received within 12 months of a previous referral being **closed**.' This measure is more helpful to us in assessing the quality of our work. A high % would indicate that our intervention has not been effective leading to a re-referral. However this does mean that there is no direct comparator data. Bradford's local re-referral data shows that re-referrals did reduce but have slowly started to rise since December 2020. The locality Heads of Service are reviewing re-referrals within their management meetings to identify any learning or themes arising.
- Locality Service Managers will identify and track cases that have been re-referred to ensure learning is promoted across teams. Our audit activity across the department also helps us understand if we could have done anything differently to prevent a child from being re-referred into the service.

Children's Social Care Referrals

Referral rates per 10,000 (annualised) against Statistical Neighbour average



Repeat referrals in month
(within 12 months of a previous referral closing)



Annual Report 2020/21

Rate of Children Subject to a Child Protection Plan

Why is this important?

- This is a key measure which can be compared with statistical neighbours.
- The length of time a child is subject to a Child Protection Plan is important because it shows the length of time that the child has been at risk whilst in receipt of a multi-agency intervention.

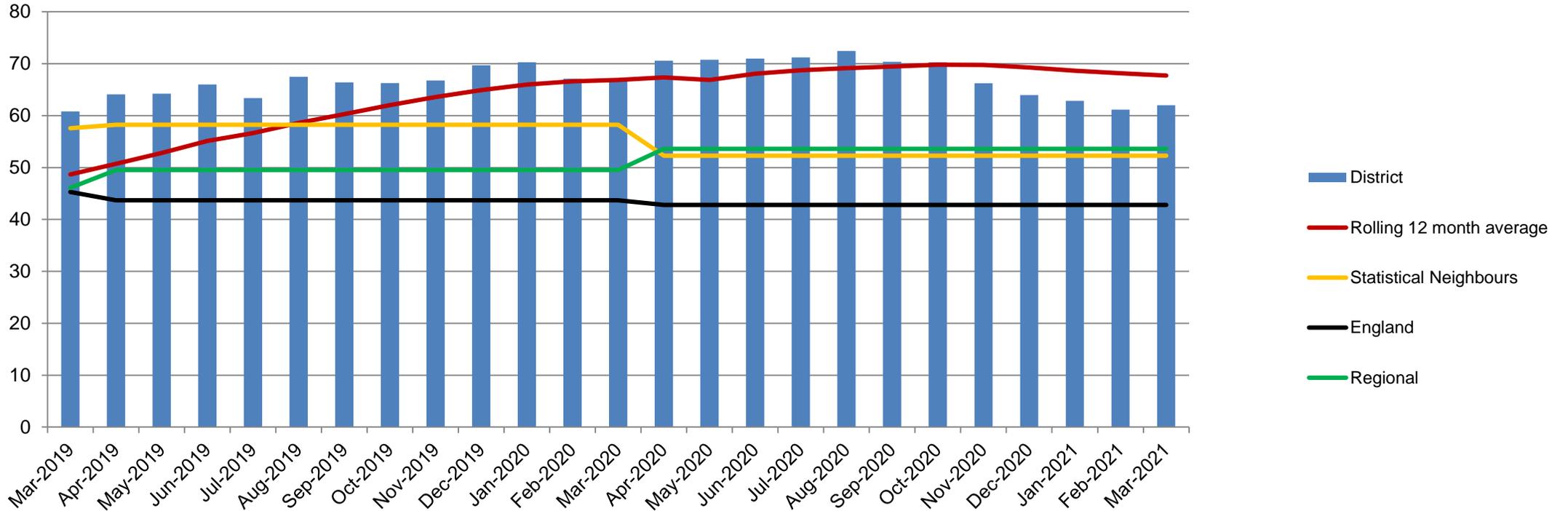
What is the current trend and what are we doing about this?

- The number of children subject to a child protection plan was 858 at the end of March 2021. Whilst we have experienced an overall reduction there has been a recent increase in the number of children subject to plans with 917 children now subject to a Child Protection Plan as of 20.04.2021. The overall reduction relates to a number of factors including children no longer needing the protection of a CP Plan, children entering the care system and a specific focus on children who have been subject to a plan for a longer period of time.
- Our rate of children subject to plans remains above our statistical neighbours at 62 per 10 000 children compared to 53.6 per 10 000 for the region. Audit activity completed has noted that we continue to apply consistent thresholds.
- At the end of March 2021, we had 189 children subject to a CP plan for 1-2years; this has remained static. We had 16 children who have been subject to a plan for over two years; this is a slight increase relating to 6 families with one family consisting of 5 children.

Rate of Children Subject to Child Protection Plan

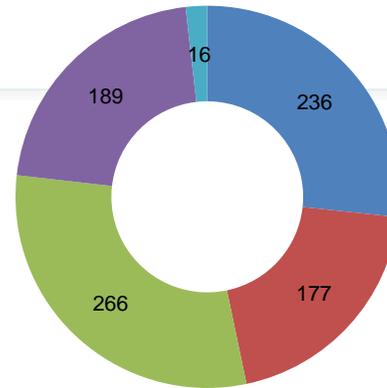


Rate of children who are subject to a child protection plan, per 10,000 child population, relative to national and regional averages



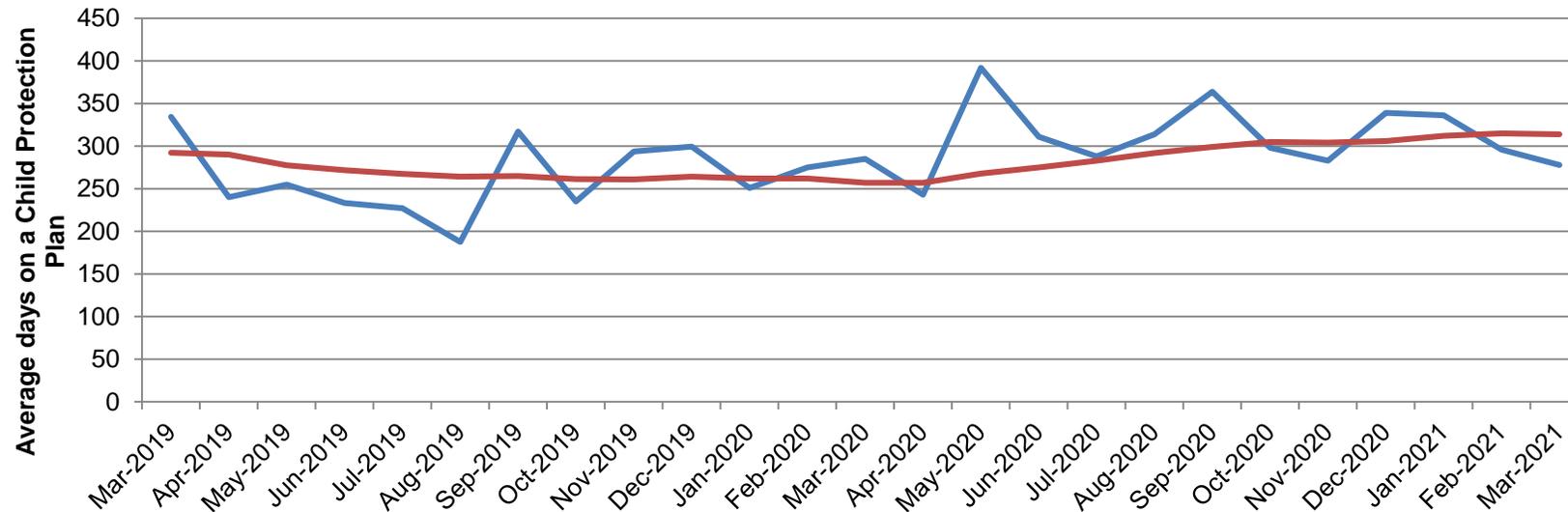
Length of time on Child Protection Plans

Current CPP by length of time on plan



- 1. under 3 months
- 2. 3 to 6 months
- 3. 6 months to 1 year
- 4. 1-2 years
- 5. 2+ years

Average time on CP Plan (based on completed cases)



- Average days on CPP for plans ending in month
- Rolling 12 month average days

The impact of Covid 19

COVID-19 has had a significant impact on the work of TBP from 23rd March 2020. As a consequence of responding to this crisis, services, resources, functions, plans, and programmes have been re-prioritised as our partners have responded to a rapidly changing and fluid situation that has included the regular provision of new guidance and legislation. Staff and volunteers have been doing an incredible job in challenging circumstances, working tirelessly through complex and challenging situations. In doing so, they have created new ways of working and gone above and beyond to ensure vital services keep running and that children and their families receive the help and support they need. It is recognised that this work will continue in this way for some considerable time.



Independent Chair of the Improvement Board

“The Partnership continues to be galvanised by the pandemic, with an increased meeting cycle and monitoring of the impact on demand for family support and child safeguarding arrangements. In addition, the Partnership has overseen challenging and sensitive case reviews providing recommendations and actions that it will track into the future. I am also very pleased and grateful for the joint scrutiny activities and progress monitoring that the Improvement Board and Safeguarding Partnership have undertaken jointly”

Stuart Smith – Independent Chair of the Improvement

Website

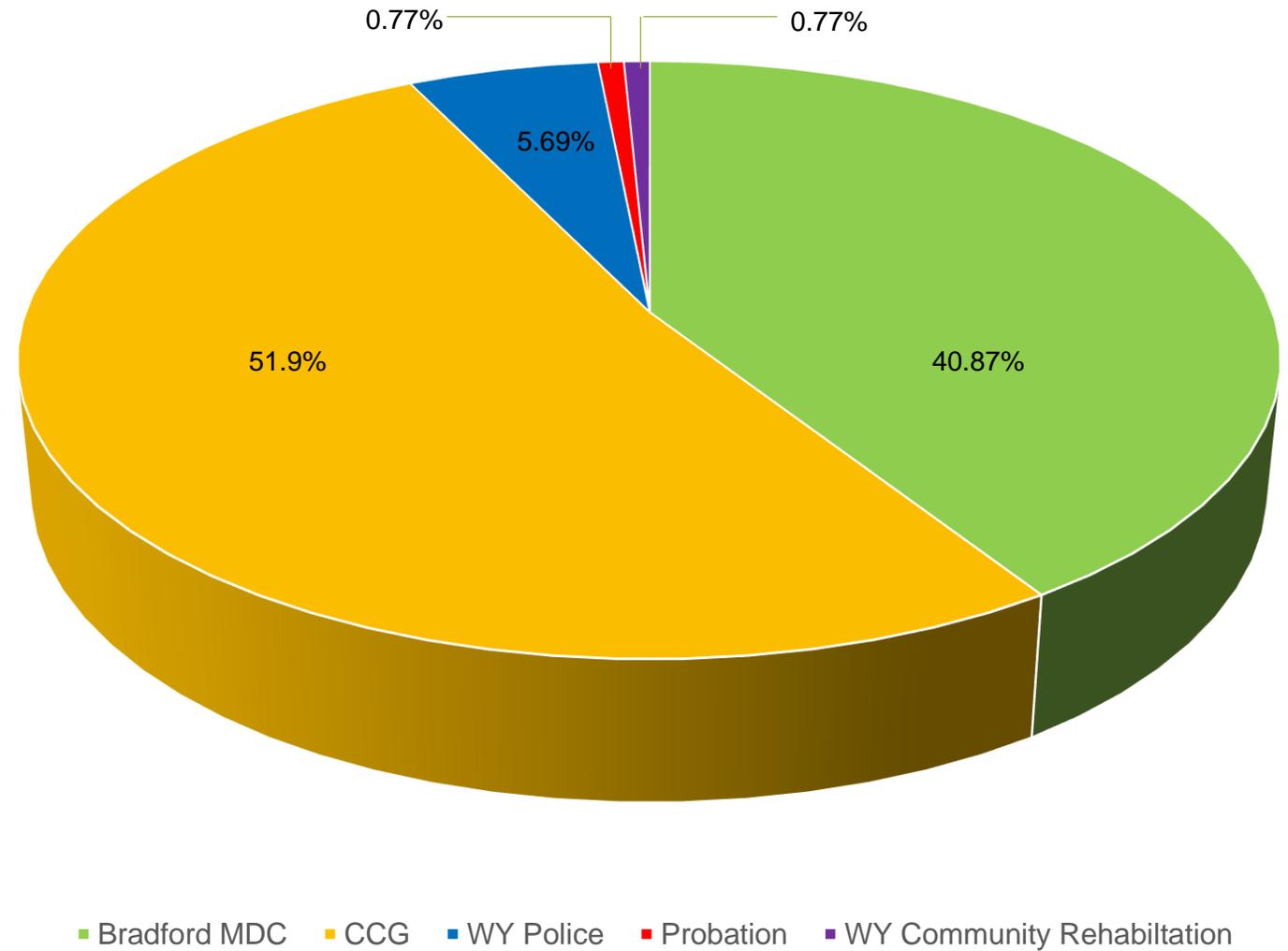
Since January 2021 **The total number of visits to the site**

- 23,264 users
- 33,493 sessions (equivalent to visits)
- 82,869 pageviews (total number of times that pages on the website were viewed)

Funding

Outturn 2020/21
Budget £310,514
Final Costs £305,090
Overspend £5,424

Contributions



Challenges & Emerging Risks

- Multi agency training offer has been limited during this period – This is an essential is for development, investment, and resource.
- The unknown volume of safeguarding risks & issues due to the impact of Covid 19 together protracted periods of lockdown will have on all partners & subsequent demand on staff while services recover.
- The abolishment of the CCG and move to the new integrated Care System (ICS).
- The management of caseloads for social workers safely – aligned geographically with the appropriate skill level for the allocated caseworker. Social care case is not yet of a consistently high standard.
- The recruitment and retention of experienced & specialist professionals, including social workers and detective constables.
- The growth in the youth and transient population.
- Increase in the number of unaccompanied migrant children as a result of international matters.
- The increase in online/cyber crime and perpetrator modus operandi.



TBP wishes to thank

The Independent Chair and Scrutineer and 'Safeguarding Partners' want to express their gratitude to the whole of the children's` workforce for their contribution and continued commitment to safeguarding children and young people in Bradford

Finding Help

If you or someone you know has experienced abuse, help is available:

- [Childline](#) can be called on 0800 1111
- [Help for Adult Victims of Child Abuse \(HAVOCA\)](#) offers online support
- [Mind](#) can be called on 0300 123 3393 or emailed at info@mind.org.uk
- [National Association for People Abused in Childhood \(NAPAC\)](#) can be called on 0808 801 0331
- [National Society for the Prevention of Cruelty to Children \(NSPCC\)](#) can be called on 0808 800 5000 or emailed at help@nspcc.org.uk
- [Rape Crisis](#) can be called on 0808 802 9999
- [Samaritans](#) can be called on 116 123 or emailed at jo@samaritans.org
- [The Survivors Trust](#) can be called on 08088 010 818
- [Victim Support](#) can be called on 0808 16 89 111
- The National Male Survivor Helpline can be called on 0808 800 5005 or emailed at support@safeline.org.uk

Contact details

The Safer Bradford website offers information and advice .

Please click on the link to access [Safer Bradford](#)

What should I do if I think I am being abused or I have concerns regarding someone else ?

- Ensure the immediate safety and welfare of the person at risk
- Call 999 – If urgent attention is needed
- Call 01274 437600 – Multi agency Integrated Front Door
- Call 01274 431010 – Emergency Duty Team (out of hours)
- Call 101 – If a crime needs to be reported but is not urgent, or
- Call 0800 555 111 call Crimestoppers

Additional click [Report a concern](#)

Preserve any evidence

If you can , accurately record the incident, any actions or decisions. Make sure you sign it and add the date and time



Bradford Safeguarding Adults Board (BSAB)

Annual Report 2020-21



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Independent Chair Foreword



This has been a different and challenging year for everyone, but it has also been a year where the SAB focus has been needed more than ever. As we come out of Covid, more safeguarding issues will likely emerge relating to carers, stress, and neglect, and care homes have become closed institutions and undoubtedly other challenging issues.

SAB has not turned away from the challenges. The end of the year sees SAB as a confident and professional entity with a clear focus on the safety of the people in Bradford, particularly those with care and support needs.

Lessons have been learned about the use of technology in conducting business and staying connected. Attendance and commitment to meetings have been high. I doubt all meetings will be held in person again.

SAB's key partners held very regular meetings to look at the impact of Covid on the delivery of services and possible abuse. We sent out regular newsletters jointly with the Chair of The Bradford Partnership (TBP), which were well received and widely circulated. We sought assurances about, e.g., the situation regarding Care Homes, Testing, PPE and picking up National Reports around, e.g., increase in learning disability deaths (LeDR), increase in DA, Suicides and Hate Crime in Gypsy, Traveller, Romany communities.

Independent Chair Foreword

We are very proud of being able to continue to hold Voice Meetings, albeit virtually. This was imperative to hear of current and emerging concerns and issues., e.g., scamming, online safety, and isolation. We are committed to developing an outreach strategy to take safeguarding messages out to the communities we have not reached previously.

- We now need to focus on the impact of Covid on the most vulnerable, the Care Home market and experiences while retaining a focus on transitions end via our all-age exploitation sub-group.

- I want to put on record my thanks and appreciation to all the Partners and the Safeguarding Partnership Business who have worked tirelessly throughout this very challenging period.

Jane Geraghty - Independent Chair – Bradford Safeguarding Adult Board

Role of the Independent Chair ?

To chair programmed meetings of BSAB & extraordinary meetings as required

Liaise with the strategic leads for Safeguarding Adults to ensure timely management of the partnership business.

Ensure that the Board works effectively, with good collaboration between its members, encouraging & supporting the development of partnership working between partners, including its sub-groups

Ensure the Board monitors and develops a safeguarding adults strategy and implements this in line with an agreed business plan which maintains a clear focus on outcomes for adults at risk and their carers.

To liaise with the Cabinet Member for Adult Services, Health and Wellbeing Board and the Overview and Scrutiny Committee as required

Meet with the Director of Adult Social Care Services or representatives as required.

Provide assurance that the Board operates independently of its member agencies and that any conflicts of interest are appropriately managed.

Develop the Board members' ability to monitor, scrutinise and constructively challenge the effectiveness of the partnership's safeguarding adults work.

Promote an awareness of Safeguarding Adults throughout Bradford District

Introduction to the Annual Report

- This report lays out the strategic vision, outcomes and a reminder of our priorities.
- It gives information regarding internal structures and governance to hold partners to account
- There is information on the work with our statutory & strategic partners have achieved but also recognising some of the opportunities , emerging challenges and risks
- Information on Safeguarding Adults Reviews (SARs) and performance data we have collected throughout 2020/21 are also included

About Bradford

542,100

People live in Bradford

(an increase of 2,400 since 2019)



51%

Women



49%

Men

Bradford is the 5th largest local authority in England

Life expectancy at birth is 77.8 years for males & 81.6 for females

Bradford has median age of 36.7 which is lower than the median age for England (40.2)

Information from the 2011 census celebrates Bradford as one of the most ethnically diverse cities in the UK with a population being made up from the following ethnic groups :

White, Asian, Asian British, Black/African/Caribbean/Black British, Mixed Multiple Ethnic groups & Other Ethnic Groups

About Bradford Safeguarding Adult Board

The Bradford Safeguarding Adults Board is a statutory body established by the Care Act 2014. It is made up of senior people from organisations that have a role in preventing the neglect and abuse from adults . Its main objective is to protect all adults in the Bradford district who have needs for care and support and who are experiencing or at risk of abuse or neglect against which they are unable to protect themselves because of their needs

Legislation requires

- That local councils have a duty to promote the well being of carers; previously their duty of care was to only users of care services;
- That anyone receiving care and support from a regulated provider which has been arranged by the council will be covered by the Human Rights Act 1998;
- That councils must enable users or potential users of care services to access independent financial advice on their care funding;
- The introduction of an appeals system for care users to appeal against council decisions on eligibility to care & care funding

About BSAB



By law, the board must have three members which are: Bradford Local Authority, West Yorkshire Police & the NHS Bradford District & Craven Clinical Commissioning Group (CCG).

“The board has three core duties. They are:

- Develop and publish a strategic plan setting out how we will meet our objectives and how our member and partner agencies will contribute
- Publish an annual report detailing how effective our work has been
- Commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria for these

Other Legislation

Human Rights Act 1998 - The Human Rights Act (HRA) came into force in October 2000. It enables individuals to enforce 16 of the fundamental rights and freedoms. The fundamental rights include rights that impact directly on service provision in the health and social care sector. Rights particularly relevant to dignity in care include: the right to life, the right not to be subjected to inhuman or degrading treatment and the right to a family life. A balance has to be reached between rights and responsibilities. Not all rights are absolute and frequently practitioners are required to balance competing rights.

Mental Capacity Act 2005 - The Act applies to everyone involved in the care, treatment and support of people aged 16 and over living in England and Wales who are unable to make all or some decisions for themselves. The MCA is designed to protect and restore power to those vulnerable people who lack capacity

Equality Act 2010 - The Act protects people against discrimination, harassment or victimisation in employment, and as users of private and public services based on nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation

Domestic Abuse Bill 2019 –To make provision for and in connection with the establishment of a Domestic Abuse Commissioner; to prohibit cross-examination in person in family proceedings in certain circumstances; to make provision about certain violent or sexual offences, and offences involving other abusive behaviour, committed outside the United Kingdom; and for connected purposes.

Health & Social Care Act 2012 - The legislation had two key objectives: To improve the quality of care and outcomes for patients and to reposition the mode of provision so that health service provision becomes more patient-centred and facilitates choice

Our shared vision and Values

Our Statement of Purpose

Bradford Safeguarding Adults board (BSAB) will work together with partner organisations and people in our communities so that adults can live the best lives they can with their wellbeing and rights being supported, safe from abuse and neglect

Our Mission

To put the wellbeing & safety of adult(s) at risk of abuse at the heart of everything we do

Our Vision

To promote happiness by working together to help people feel safe, free from abuse & neglect

As a partnership board we will;

- Not tolerate abuse
- Reduce risks to adults in vulnerable situations as well as reacting effectively when it happens
- Make safeguarding personal and support adults at risk to achieve the outcomes they want. This means adults will have choice and control when going through the safeguarding journey. Their views and wishes will be at the heart of any decisions made
- Ensure local systems aim to protect people at risk are proportionate , balanced and responsive
- Work together to prevent harm and improve services
- Ensure there is communication with the public to develop awareness of the need to safeguard and protect adults in vulnerable situations from harm
- Provide information and support on how to access services to ensure safety of adults in vulnerable situations
- Hold local agencies responsible to give good reason for practice relating to Adult Safeguarding, Deprivation of Liberty Safeguards and Mental Capacity

Board Membership

- Independent Chair
- City of Bradford Metropolitan District Council
- West Yorkshire Police
- Yorkshire Ambulance Service NHS Trust
- West Yorkshire Fire and Rescue Services
- Bradford District and Craven Clinical Commissioning Group (CCG)
- Airedale NHS Foundation Trust
- Hanover Housing
- Equality Together
- Healthwatch
- Equality Together
- Bradford People First
- West Yorkshire Community Rehabilitation Company
- National Probation Service
- Incommunities
- Bradford Teaching Hospitals NHS Foundation Trust
- Bradford District Care Trust NHS
- NHS England
- Alzheimer's Society
- Choice Advocacy



NHS
Yorkshire
Ambulance Service
NHS Trust



West Yorkshire
Fire & Rescue Service

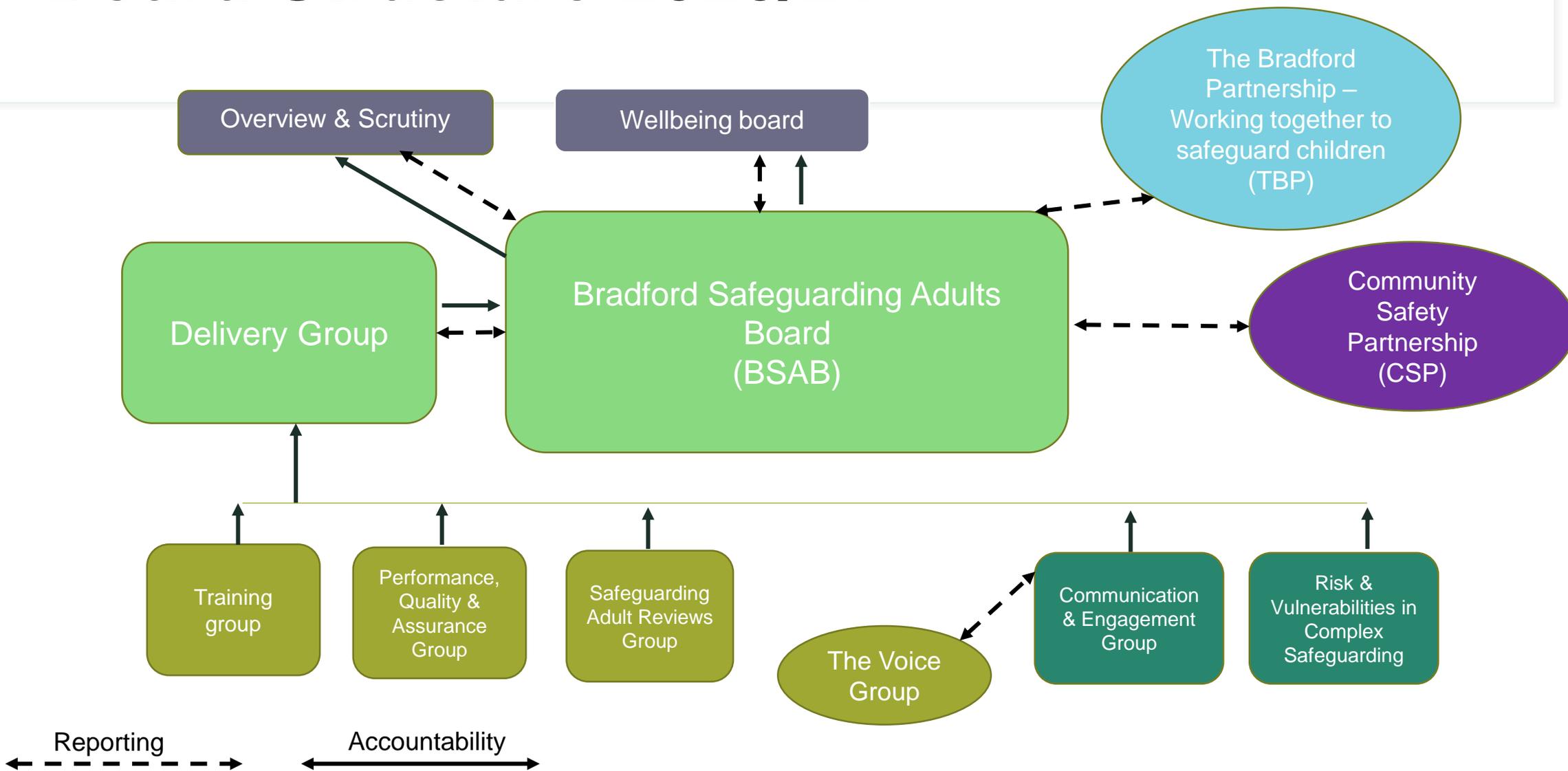


WEST YORKSHIRE
POLICE

City of Bradford MDC

www.bradford.gov.uk

Board Structure 2020/21



How does BSAB link to other boards ?

Other BSAB links

- Bradford Wellbeing Board
- Bradford Health & Social Care Overview & Scrutiny Committee
- The Bradford Partnership – Working together to safeguard children
- Bradford Community Safety Partnership
- Bradford Domestic & Sexual Violence board

The BSAB link with other statutory and relevant boards / partnerships.

Where appropriate the BSAB Independent chair will agree to attend, meet with other board chairs to ensure continuity, joint working and shared resources

The Board shares responsibility for our All Age Exploitation sub-group (*formerly the Risk & Vulnerabilities in Complex Safeguarding*) & Communication and Engagement sub-group with The Bradford Partnership with contributions from Community Safety Partnership and Domestic and Sexual Violence Board .

Safeguarding Adult Principles – What does this mean for the adult ?

Empowerment – I am consulted about the outcomes I want from the safeguarding process and these directly inform what happens

Prevention – I am provided with easily understood information about what abuse is, how to recognise the signs and what I can do to seek help

Proportionality – I am confident that the professionals will work in my interest and only get involved as much as needed.

Protection – I am provided with help and support to report abuse. I am supported to take part in the safeguarding process to the extent to which I want and to which I am able

Partnerships – I am confident that information will be appropriately shared in a way that takes into account its personal and sensitive nature. Also, that agencies will work together to find the most effective responses for my own situation

Accountability – I am clear about the roles and responsibilities of all those involved in the solution to the problem

Safeguarding Adult Reviews

Section 44 of the Care Act

A Safeguarding Adults Review is carried out when an adult at risk dies or has experienced serious neglect or abuse, and there is concern that agencies could have worked more effectively to protect the adult.

A Safeguarding Adults Review is a multi-agency learning process. It aims to:

- Identify and promote good practice
- Encourage effective learning
- Make recommendations for future practice so that deaths or serious harm can be prevented from happening again

During the period from April 20 to March 21 BSAB did not publish any safeguarding adult reviews .

Our Safeguarding Voice Group



The Safeguarding Voice Group is made up of people who use services, carers and interested members of the public that work with the Bradford Safeguarding Adults Board (SAB).

Members of the Safeguarding Voice group give feedback and share their opinions on how we can keep adults safer in the Bradford District.

- Voice members ask questions
- bring information and issues to share at meetings
- learn about safeguarding

“The Group members continue to demonstrate their positive attitude as well as thinking creatively about new ways of supporting each other, keeping active and keeping in touch with virtual disco and quiz nights, ‘cook and book’ virtual meetings and regular exercise events”

“We continue to be amazed by the work that has been taking place over this last 18 months - overcoming individual personal difficulties to help themselves and others stay connected and supported. Our newsletter is still being shared widely and has been really well received. It has been noted at board level that we have continued to ‘meet’ when service user meetings in other districts have often not continued during the pandemic”

“I love being a part of the Safeguarding Voice Group, it’s such a wonderful group of people wanting to look after our community. I love hearing about what everyone has been up to, I don’t think you can leave a meeting without feeling inspired by the other members. Yes, the subjects we tackle are hard and there’s so much yet to do with challenges that we have never faced before because of Covid-19. But each time we come together, each person arrives with the attitude of what can I do to help. I’m very much looking forward to taking more training in the area of safeguarding”

Lay Member BSAB

It has been a difficult year for everyone, learning how to use Zoom and Microsoft Teams to attend virtual meetings – especially from home, where technology is not always good or available. Despite this, The Voice - which is a subgroup of SAB and made up of service users and supporting organisations, has kept going.

With help from staff in the Business Unit, a newsletter has been produced and reading the stories and activities of people with health problems has been really uplifting. Nobody has grumbled, they have managed the links to meetings even though this has been really difficult at times and we have continued to support each other. It has, however highlighted a group of people that have become more isolated by having no Wi-Fi or technology (laptops etc.) in their homes. It is not always that people are 'hard to reach' – it is that we are not using the right medium to communicate.

With this in mind, we are hoping to undertake some outreach work to contact more individuals within the Bradford district - including travellers, refugees and asylum seekers, so that they have the chance to have their voice heard. This is a challenge we must take on board to be truly inclusive and to ensure we use a language style that we can all understand.

As the Lay Member of the SAB Board, I have requested a glossary of terms used in order to be fully part of each meeting I attend. Each partner organisation has its own language and acronyms, so it is important to find a common language for all to use. As the main purpose of the SAB is to keep people safe we must remember that although stats are useful to keep us on track it is the clients, victims and people that are the important - and that we are there to help them. Gill Bowskill

Adult Social Care

“We need to be as confident as we can be that the right of every adult , including the most vulnerable , to live in safety, free from abuse and neglect, is promoted and protected as fully as possible. The Annual Report details how the Bradford Safeguarding Adults Board has delivered on the areas of work identified as partners. The report provides a picture of who is safeguarded in our city and district , in what circumstances and why . This helps us to focus on priorities for the future.”

Iain Macbeath – Strategic Director Health and Wellbeing

Adult Social Care

The Safeguarding Adults Service provided by Adult Social Care in the heart of the Health & Wellbeing Department at Bradford Council is the central point for all safeguarding adult concerns. This service includes the Multi - Agency Safeguarding Hub, which is a joint service which screens and prioritises responses, led by Bradford Council and West Yorkshire police colleagues and the Safeguarding Adults Team. A team of dedicated Social Workers provide support to those people who meet the legal threshold for safeguarding involvement as set out in Section 42 of the Care Act 2014. Over the previous 12 months these services have been at the forefront of assisting to provide frontline support to people who have care and support needs and who were thought to be at risk during the COVID-19 pandemic.

Following the announcement of the Government in March 2020 that the country would be subject to a national lockdown, the Safeguarding Adult Service in Bradford was mobilised to work differently to best respond to the pandemic and work to keep people safe. Social Workers were mobilised to work from home and receive and respond to safeguarding concerns in a manner that was necessary and proportionate to the concern.

Adult Social Care

The immediate concern raised regarding adult safeguarding during the pandemic was access to care homes and other care facilities for visiting staff, including social workers. This was prohibited in the main by emergency legislation and government and care providers, who understandably were working to contain COVID-19 and had to reduce the risk of cross-infection for people using their services. Therefore, while 'life and limb' safeguarding investigations could take place where a threshold was met of serious harm and/or possibly criminal intent and police involvement, the overall number of s42 enquires reduced. The number of safeguarding concerns reported to the Local Authority also decreased during the pandemic.

The second immediate impact for adult safeguarding, following the announcement of the first lockdown, was that lockdown itself proved significantly difficult for some people who had ongoing care and support needs. Where people had existing patterns of support, for example, going to day services or walks on any particular day, the disruption of lockdown led in some cases to ongoing safeguarding support to help people understand the risks, ensure that all restrictive support was necessary and proportionate and per new emergency legislation. Safeguarding work focused on providing that wherever possible arrangements could be made so that people who may have had limited understanding of the impact of COVID could safely be supported to access whatever services were made available, where it was safe and legal to do so within rapidly changing national guidance.

Adult Social Care

The safeguarding response from service areas was two-fold. Where there were clear s42 referrals and where there was a risk of harm or suspected harm, the safeguarding team responded often using tele-equipment such as conferencing platforms to initiate and investigate abuse issues. Secondly, services worked proactively, making contact with people across Bradford and District known to Bradford Adult Care Services to establish their immediate safety. This proactive approach helped significantly keep people safe, and as such, the service provided preventative support alongside allied professionals across the NHS, Police, and wider partners.

Throughout the year the Safeguarding Adult Service has continued to work to support people at risk of abuse.

West Yorkshire Police

West Yorkshire Police continues to be committed to active membership of The Bradford Partnership. During the past year, we have been represented at the board level by Temporary Superintendent Steve Greenbank, Chief Inspector Karen Lindsay, and Superintendent Richard Padwell & Chief Inspector Dan Ware. West Yorkshire Police is represented at all the key subgroups to the partnership board, where we continue to engage with all our partners on the board's priorities.

Alongside other agencies, the Bradford District police represent a bridge across from adult safeguarding into other vital areas of public protection, including domestic abuse and child safeguarding.

Our work on the pernicious issue of county lines drug dealing sees both children and vulnerable adults being exploited by the same offenders. We will continue to work across all partnerships to protect victims while targeting offenders.

We also recognise the challenges for both victims and perpetrators in accessing services between the ages of 16-25 as they transition from childhood to adulthood. "Policing has a crucial role to play in the identification, support, and safeguarding of adults who are at risk of harm. Perpetrators sometimes target those with specific vulnerabilities, such as mental health or isolation, believing that there is less chance of being caught.

I joined the senior leadership team at Bradford in January 2021 and am fully committed to working in partnership with the Bradford Partnership to keep Bradford residents, families, and communities safe and feeling safe. I welcome the challenge from partners and communities in holding me to account and will similarly hold partners to account for service delivery. I am proud to chair the All Age Exploitation Sub Group on behalf of the partnership."

Superintendent Richard Padwell – West Yorkshire Police Bradford District



West Yorkshire Police – Key Achievements

Through collaborative work with Bradford District Care Trust and the Local Authority created and developed the Mental Health (MH) triage car . Initially introduced as a pilot to address issues of the Section 136 detentions .

The triage car has a MH nurse/Social Worker working alongside a Police Officer and attend incidents where there is a MH element and MH assessment is needed, thereby reducing unnecessary S136 detentions and improving the outcome for the subject.

MH training to over 200 new Police Officers

Supt Richard Padwell is the chair of the tri board sub-group – All Age Exploitation . This sub-group is working towards a partnership assessment of exploitation covering the threat, harm and risk across the Bradford District.

The number of missing adults & children at risk through the pro-active use of the *Herbert Protocol & *Philomena Protocol were reduced .

* Herbert Protocol & Philomena Protocol are early intervention and risk reduction schemes to help find vulnerable people who are at risk of going missing.

West Yorkshire Police – Key Achievements

2000 less incidents of missing children and adults.

The volume of suspect repeat rate of offenders committing domestic abuse offences has continued to reduce for a second year.

The victim repeat rate has also reduced , meaning less victims of reported domestic abuse .

Area for development for 21/22 - maintain a focus on domestic abuse through the creation of a domestic abuse improvement plan to monitor progress & service delivery.

Bradford District & Craven Clinical Commissioning Group (CCG)

Overall responsibility and accountability for safeguarding sits with the accountable officer, Helen Hirst

The CCG adult safeguarding team provide advice and support to colleagues but as a commissioning organisation they also ensure that compliance and quality are closely scrutinised, supported and where appropriate, challenged. The team also supports the safeguarding response and recovery plans for those organisations falling short of these essential standards and their statutory partners within adult social care.

As statutory partners of the BSAB, the CCG maintained a presence at board meetings, significantly contributing to the delivery of the assurance processes of BSAB. The duty to participate in and oversee the health contributions to Safeguarding Adults Reviews was fully met.

The CCGs reviewed their safeguarding adult resource in line with recommendations outlined in the intercollegiate document Safeguarding Adults: Roles and Competencies for Health Care Staff, and increased staffing levels to allow better delivery of safeguarding requirements and duties. A newly created Specialist Practitioner – Safeguarding Adults and the MCA/ Liberty Protection Safeguarding were also agreed and recruited to .

The CCGs' adult safeguarding team continue to work cohesively and in collaboration with other partner agencies and has a shared commitment to safeguard those at risk of harm and abuse in Bradford'. On 1 April 2020 the 3 NHS Clinical Commissioning Groups (CCGs) for Bradford District merged forming the Bradford District & Craven Clinical Commissioning Group

Bradford District & Craven Clinical Commissioning Group (CCG) – Key Achievements

In response to the Covid 19 pandemic and remote working, safeguarding training was developed, delivered and maintained throughout to CCG staff via virtual training platforms

All training by the CCG refers to Making Safeguarding Personal (MSP) – This helps staff and clinicians to understand their roles and responsibilities in relation to safeguarding adults

Developing and circulating safeguarding communications & information guidance to Primary Care staff on virtual examination , domestic abuse , Mental Capacity Act & vaccination aide-memoire to support practice.

Named Doctor & Specialist Practitioner developed and delivered a wide range of training , including the role of carers in safeguarding to GPs, Practice Safeguarding & GP Registrars

Bradford District & Craven Clinical Commissioning Group (CCG) – Key Achievements

Have been responsive & worked in partnership across health and social care systems to support partners and seek assurance that safeguarding adults remained a priority during the pandemic.

As a consequence of the pandemic the CCG adapted safeguarding & quality systems to monitor providers & how well they are doing in protecting people from abuse & neglect

Strengthened relationships within the CCG and multi-agency partnership to ensure safeguarding adults is at the centre of decision making , including service changes as a result of the pandemic

The Personalised Commissioning Team have made timely applications for community deprivation of liberty cases to the Court of Protection to ensure actions and restrictions are proportionate and necessary.

Airedale NHS Foundation Trust

- Airedale NHS Foundation Trust is an award winning integrated NHS hospital and community services Trust. We provide high quality, personalised, acute, elective, specialist and community care for a population of over 200,000 people from a widespread area covering West and North Yorkshire and East Lancashire.
- We employ over 3000 permanent staff between the Trust and its subsidiaries and have over 350 volunteers
- We provide services from our main hospital site, Airedale Hospital, and from community hospitals, as well as health centres and general practices (GPs).

Airedale NHS Foundation Trust Key Achievements

Maintained safeguarding service across the Trust throughout the pandemic and have actively engaged with multi-agency partners working remotely.

Continued to deliver safeguarding training throughout the pandemic using a blend of training methods such as e-learning , small face to face groups, self directed study packages, webinars, ward-based training, lectures and newsletters

Developed a 12-month pilot programme of a hospital Independent Domestic Violence Advisor (IDVA) service based within the Trust



Bradford District Care Foundation Trust (BDCFT)

BDCFT Safeguarding Adults Policy and Procedures were revised in July 2020 following the launch of the joint multi – agency Safeguarding Adults Policy & Procedures (West Yorkshire, North Yorkshire & York)

All safeguarding mandatory training is above the threshold of 80%

Audit work has continued to evaluate learning & improve the quality of safeguarding practice

Providing valuable contributions to BSAB & sub-groups as an active member



Bradford Teaching Hospitals Foundation Trust (BTHFT)

Despite the significant impact and challenge on services Covid 19 presented, BTHFT maintained a safeguarding adults service throughout.

Recruitment of a Mental Health Specialist Practitioner

A pilot project of an enhanced care support worker to work with patients with additional needs such as , dementia, learning disabilities , cognitive impairment or mental health diagnosis.

This project has allowed for early recognition of concerns and a more timely response.

Did we make a difference ? – Case Study 1

Why was the safeguarding concern raised?

Concern raised by the allocated advanced practitioner from the area team. The Adult at Risk (AaR) family think she is unable to protect herself from the toxic relationship she has with her ex-husband who still lives in the property. Family are also trying to obtain a Lasting Power of Attorney (LPA).

Brief context to the case:

Several safeguarding concerns have been submitted by social workers from the area team since May 2020. All concerns are in relation to the same issues and most make reference to complex family dynamics. It appears that allegations and counter allegations are made by different family members. All the concerns, except one, were submitted without seeking consent or making the AaR aware that a referral will be made. It was therefore important that our involvement focused on what the AaR wants to happen and enable choice and control.

What action did you take to manage the risk?

- Enquiries made and it was established the AaR has consistently refused support from Adult Social Care and is sick of people being involved in her life and feels she is being deprived of her liberty due to the stroke. She has an advocate who expressed that she knows her own mind and is able to protect herself.
- Established AaR does not want to sign over the LPA to two of her children as she is worried that they will leave the third one out. AaR refused to sign documents that were presented to her, demonstrating an ability to protect herself.
- Established that the AaR also chooses to let her ex-husband stay living in the home and knows the risks involved. Together with her son they devised a plan that if she did not feel safe to take herself to the local café and the staff will call her son. This has been tried and works.

What was the outcome?

- The AaR remained living in her home in line with her wishes despite resistance from her family and the allocated worker.
- Challenged the advance practitioner with the 5 principles of MCA and AaR to make decisions that may well be deemed unwise by others.
- Safeguarding concern closed down at stage 2 as per AaR views wishes.

Did we make a difference ? – Case Study

Why was the safeguarding concern raised?

Concern raised by family friend of Adult at Risk (AaR), PATCH was AaR partner / carer. Alleged abuse is that of domestic abuse, controlling behaviour and financial abuse. Neglect was also identified through my discussions with AaR.

What action did you take to manage the risk?

- Text AaR to request she calls me when it is safe. Numerous texts exchanged between myself and AaR and she told me she “wants to go somewhere he can’t find me”. AaR called me and said she is scared of him and what he may do to her (previously been in prison for DV against her). Discussed options with AaR about if she could stay with a family member however she could not manage stairs so this was not an option.
- Liaised with area team manager and requested calls are made to secure a bed in a place of safety for AaR
- With consent, reported concerns to the police and they deemed the report as a priority.
- Made referral to Domestic Abuse services
- Spoke to housing officer to make them aware of concerns and establish whether they could evict PATCH – not on tenancy, resides in Scarborough but states he is unable to get back due to public transport issues due to the pandemic.
- Police visited within the hour and advised they would take AaR to the place of safety identified by ASC.

What was the outcome?

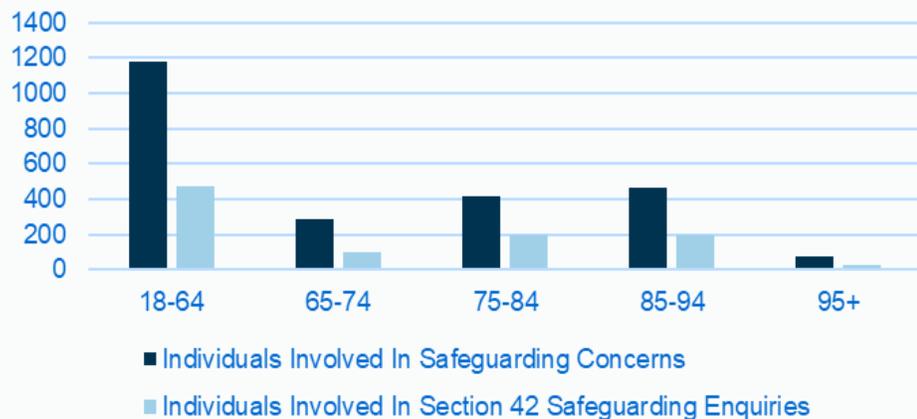
- AaR was safely transferred there and case was progressed to area team for stage 3. AaR was supported to obtain a non-molestation order, PATCH was evicted, locks were changed and there was an ongoing investigation into the financial abuse. AaR was due to move into an extra care housing scheme however sadly passed away suddenly in her sleep whilst in the place of safety.

BSAB Dashboard & Intelligence

Section 42 enquiry

A Section 42 enquiry must take place if there is reason to believe that abuse or neglect is taking place or is at risk of taking place, and the local authority believes that an enquiry is needed to help it to decide what action to take to support and protect the person in question.

2020-21 Individuals by Age Group



The graph to the left shows the number of Individuals involved in a Concern and/or Section 42 Enquiry during the financial year of 2020-21.

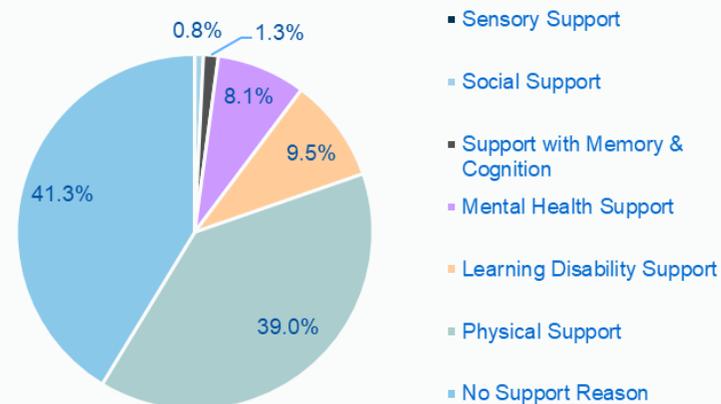
The age bracket with the highest number of concerns was 18-64 with 48%, followed by 85-94 years olds with 19%. 55% of the Concerns were recorded as female, 43% were male and 2% were not recorded.



55%
Women

The graph to the right shows where the Individuals involved in a Concern and/or Section 42 Enquiry had a primary care need. Source: Safeguarding Adults Collection (SAC) BMDC. The age bracket with the highest number of concerns was 18-64 with 48%, followed by 85-94 years olds with 19%.

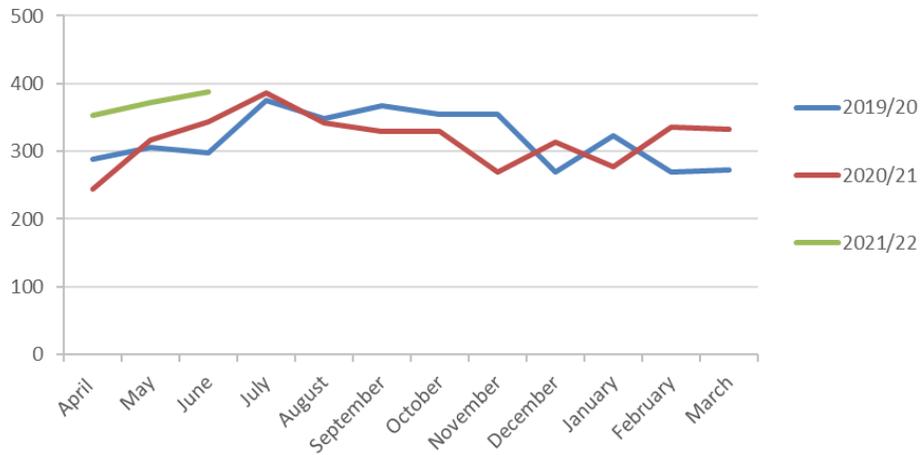
2020-21 Primary Support Reason



43%
Men

BSAB Dashboard & Intelligence

Annual Concern Volume Comparison



Over the past 27 months, April 2020 had the least number of concerns totalling 244 and Jun 2021 had the highest with 388.

There appears to be a seasonal dip occurring during November.

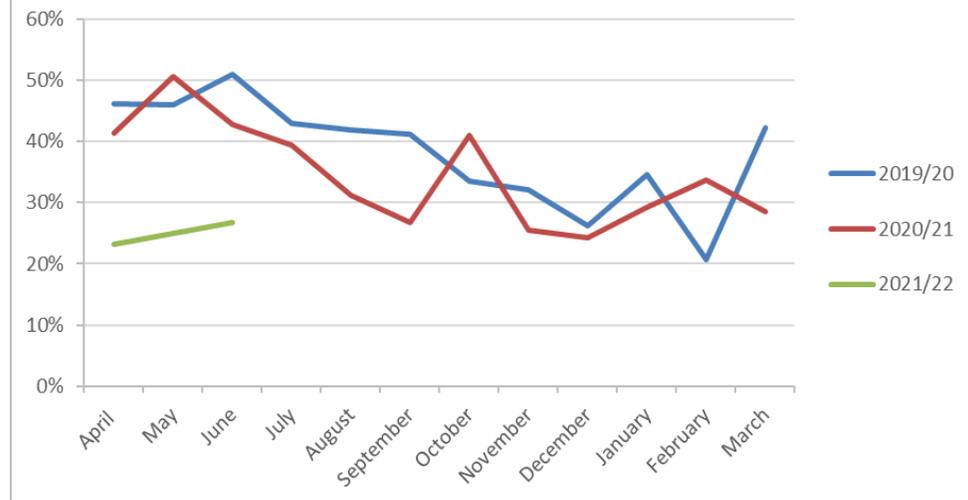
Over the past 27 months, February 2020 had the lowest conversion rate at 21%.

Jun 2019 and May 2020 had the highest, both with a conversion rate of 51%.

The average number of concerns per quarter is 1016, with an average conversion rate of 30%.

We would expect to see the number of concerns to vary due to outside factors, but the conversation rate should increase or remain static, as awareness, processes and reporting are embedded.

Annual Conversion Rate Comparison



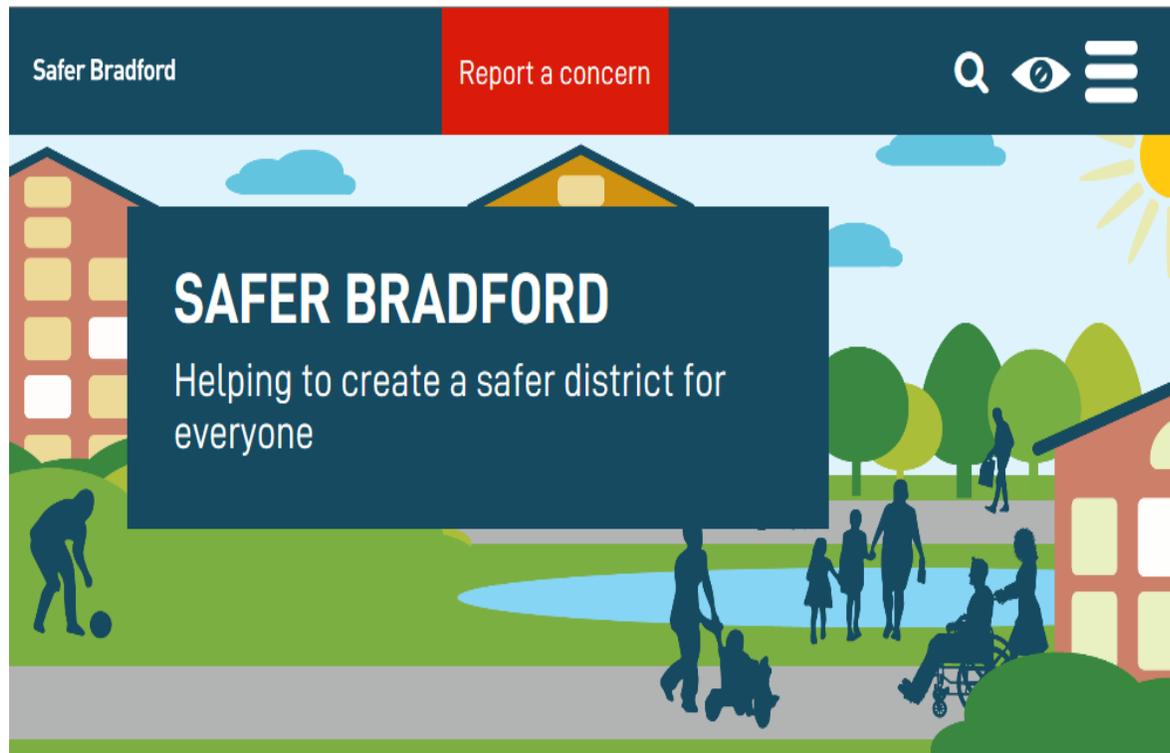


Training

- The Training sub-group of Bradford District Safeguarding Adults Board (SAB) has the responsibility for the development and co-ordination of the safeguarding adults multi-agency training programme. Partner agencies are expected to provide in-house safeguarding adults training for all staff.
- The last 12 months have been particularly challenging. In the absence of a Safeguarding Adults Board lead safeguarding trainer and in response to the impact of Covid-19, two Safeguarding Adults e-learning training courses were commissioned and launched by the Business Support Unit in May 2020. The training has been made available to all partners.
- There are two levels of training, Level 1 covers the basic understanding of safeguarding adult principles, and Level 2 is aimed at (but not limited to) people who work in roles that require additional skills and knowledge.
- In response to the Safeguarding Adult Board priorities, learning from statutory reviews and anticipated training support from the Business Unit there are plans for a blended approach to multi-agency learning for 2021-22. This will include e-learning, learning events and virtual learning sessions.



Website



- Since January 2021 - The total number of visits to the site there have been:
- 23,264 users
- 33,493 sessions (equivalent to visits)
- 82,869 page views (total number of times pages on the website were viewed)

The impact of Covid 19

COVID-19 has had a significant impact on the work of BSAB from 23rd March 2020. Because of responding to this crisis services, resources, functions, plans and programmes have been re-prioritised as our partners have responded to a rapidly changing and fluid situation that has included the regular provision of new guidance and legislation. Staff and volunteers have been doing an incredible job in very difficult circumstances, working tirelessly through complex and challenging situations. In doing so they have created new ways of working and gone above and beyond to ensure vital services keep running and that adults , children and their families receive the help and support they need.





The impact of Covid 19

As a response to Covid 19 Pandemic and the national lockdown that took place in March 2020, BSAB established a Response and Recovery Group whose membership reflected all partners. The group initially met every week, and this was adjusted according to need, and pressures on partners ability to attend and contribute.

Each meeting provided an opportunity for partners to share emerging themes from their service including challenges, impact on services and examples of good practice. Where issues were been raised locally, regionally and nationally these were also discussed, and assurance sought.

A weekly letter was produced by the Chairs of both BSAB & TBP outlining the work was continuing across both boards and assurances received.

Other key areas of activity included: Development and publication of Safeguarding in the “Coronavirus Crisis” – Information for Volunteers on the Safer Bradford website. This was also used by the lead offers for the community hubs as formed part of the induction training for those volunteers

Section on the Safer Bradford website created specifically designed for advice and guidance during Covid-19 outbreak

Enabled the Safeguarding Voice to hold virtual meetings, with a smaller number of members. Business unit staff sought creative ways to engage wider and have developed a newsletter to share information across the group.

A close-up photograph of a pen writing on a document. The document features a line graph with a blue line that trends upwards. The pen is positioned at the top right of the graph, and the line it is drawing is also blue. The background is a light blue gradient.

Challenges & Emerging Risks

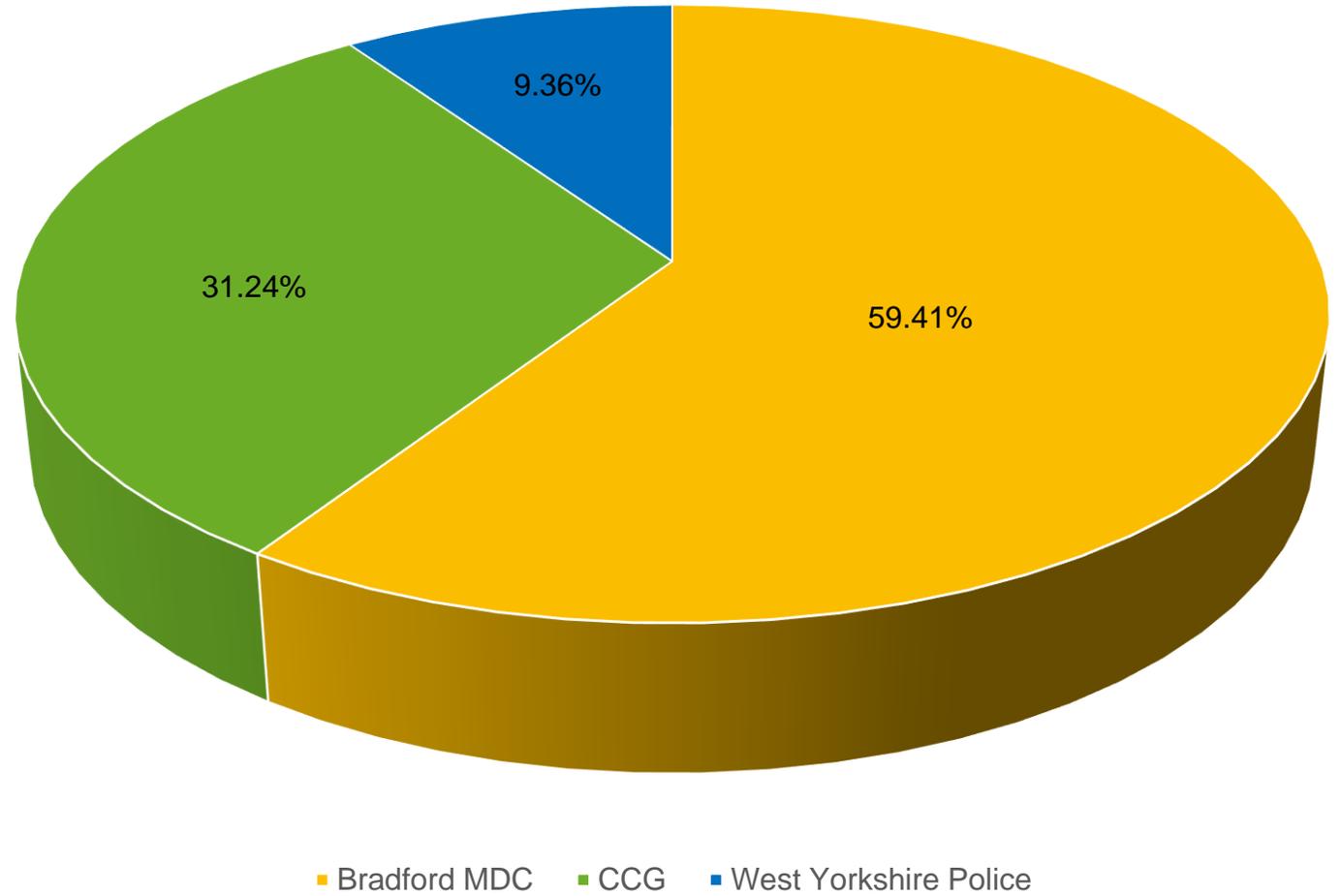
- Multi-Agency training offer has been limited during this period – this is an essential area for development , investment and resource.
- The unknown volume of safeguarding risks & issues as a consequence of the impact of Covid 19 together with protracted periods of lockdown will have on all partners & subsequent demand on staff whilst services recover.
- The abolishment of the CCG and move to the new integrated Care System (ICS)
- Transitional safeguarding – How we collectively safeguard adolescents moving into adulthood

Funding

Base budget contributions 2020/21

- Bradford Council - £109,800
- Clinical Commissioning Group - £57,729
- Police - £17,292

Contributions



Safeguarding Adults Acronyms

- AaR – Adult at Risk
- ADASS – Association of Director of Adults Social Services
- BSAB – Bradford Safeguarding Adults Board
- CSP – Community Safeguarding Partnership
- CQC – Care Quality Commission
- CCG – Clinical Commissioning Group
- DA – Domestic Abuse
- DBS – Disclosure and Barring Service
- DoLS – Deprivation of Liberty Safeguards
- ICS – Integrated Care System
- LA – Local Authority
- MASH – Multi-Agency Safeguarding Hub
- MCA – Mental Capacity Act
- MSP – Making Safeguarding Personal
- SAR – Safeguarding Adult Review
- TBP – The Bradford Partnership

BSAB wishes to thank



The Independent Chair and 'Safeguarding Partners' want to express their gratitude to the whole of the adults' workforce for their outstanding contribution and continued commitment to safeguarding and promoting the health & wellbeing of adults in Bradford

- “Abuse and neglect can happen to anybody, regardless of individual characteristics, and can occur in any setting, including someone`s own home, public place or hospital. Our Safeguarding Adults Board in Bradford is a great partnership of professionals who take action to raise awareness, reduce abuse and neglect and act when it is discovered. As an elected councillor I'm proud of what we`ve achieved and know our partners want to do even more”

Councillor Sarah Ferriby – Lead member for Healthy People and Places

Contact details

The Safer Bradford website offers information and advice <https://www.saferbradford.co.uk/adults/>

What should I do if I think I am being abused or that someone else is being abused?

If you have been told about or notice abuse or neglect:

Ensure the immediate safety and welfare of the adult and any other person at risk

If urgent attention is needed for health or safety dial **999** emergencies

If a crime needs to be reported call the police on **101** or you can call Crimestoppers on **0800 555 111**

Preserve any evidence

Accurately record the incident, any action or decisions. Make sure you sign it and add the date and time.

Bradford Council's Multi-Agency Safeguarding Hub (MASH) is the single point of contact to report safeguarding concerns. The MASH operates in partnership with West Yorkshire Metropolitan Police.

Please note that Adult Safeguarding concerns reported to the MASH are screened by both the Local Authority and Police.

You can contact the MASH team through our [online form](#) or by telephone on 01274 431077.

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Appendix C – Trusted Relationships – Case Studies

Trusted Relationships – One to one support
Name of young person: B
<p>Context of the work and the key issues <i>A summary of the key issues for the Young Person and the reason for referral</i></p> <p>B was referred to Trusted Relationships for 1:1 support in June 2020 after concerns were highlighted by residential staff relating to B...</p> <ul style="list-style-type: none">- Speaking inappropriately to unknown older males via social media.- Sending indecent images to older males via social media.- Using sexual language and sexual gestures towards staff and young people- Exposing herself in public places as well as within the residential unit- making allegations of a sexual nature about residential and school staff <p>B is a child looked after by Bradford Local Authority, B has been exposed to early trauma through severe neglect which has impacted their ability to form positive and lasting relationships.</p> <p>B could be described as having no sense of personal boundaries, both physically and psychologically with other people, B has SEMH needs and a learning delay which makes B extremely vulnerable to the risk of exploitation.</p>
<p>Your approach <i>What did you do to build relationship and address the issues listed above? Think about how you worked with other to create solutions (family, other agencies etc.)</i></p> <p>Due to the Covid crisis the Trusted Relationships Group Work Programme (TRGW) has had the privilege of supporting the TR1:1 programme by taking referrals.</p> <p>When B's referral arrived with me the country was in lockdown and so initial contact was carried out via TR activity and information packs, which were posted out to young people and explored through telephone sessions. B's residential keyworker supported telephone sessions and worked with me to gain a better understanding of CE and the support that B would gain.</p> <p>B enjoyed initial pack activities but it was apparent that B struggled to communicate and engage via phonecalls, so face-to-face sessions were organised at B's educational provision.</p> <p>Support got off to a bumpy start as I was (quite literally) bombarded with: 'f**k you!... 'what do you want you f**king b**ch?' from B, for many (many) school visits. What struck me about this 13yr old was that there really was no one in their life that wasn't paid to be there (professional overload) and sadly B had a really good grasp of this. I kept going (as we all do) because I understood their communication was a response to the neglect, trauma and abuse they'd suffered, as well as a form of personal protection (or invisible armour) as they continued their turbulent journey through the care system.</p> <p>I can honestly say that I'd never quite experienced the level of resistance that this young person thrust my way, but we stuck it out and moved through 2020's chaos together.</p> <p>Slowly I discovered that B had a love of horses (albeit that they had never shaped anything around this), and so not to miss a chance TR pulled together horse riding groups whenever an ease of lockdown rules allowed.</p> <p>On our journeys to riding sessions B and I would have the opportunity to talk through themes such as:</p> <p>App's games and sharing:</p>

Online safety & communication
Online support and information
Healthy / unhealthy relationships
Friends, Frenemies and Fakers
What is grooming?
Consent,
Identity and sexuality etc.

On our way home from riding sessions we would think about things like:

Growing confidence,
Why I'm important and why my feelings matter
Self-esteem,
Feelings and what we do with them,
Using personal power positively,
Rights & responsibilities, (and consequences) as B had become involved with YOT after damaging staff cars and attacking a number of residential care staff.
Turbulent behaviours were an ongoing feature of B's life away from TR and riding, but when B was with horses it seemed to be a space that gave B permission to rethink and reshape how they saw themselves. So we kept going and kept strengthening B's outlook.
When horse riding wasn't an option I popped into the residential unit for chats and checkins.

What was the outcome?

What has changed and how things have improved for the young person. What might the next steps be for the young person to continue on a positive journey?

B remains a young person with many complex needs and ongoing vulnerabilities. B will need the team around them to provide a safety net for many years to come, however there was certainly a shift in behaviour from 'turbulent and disruptive' to 'settled and engaged'.

I referred B to the Youth Buddies Service where they formed a positive relationship with Youth Workers and enjoyed youth provision activities.

The riding school were utterly amazing and saw B's potential as B braved all aspects of the great British weather to show commitment to lessons and a love of horses.

I coordinated the opportunity for B to join the 'Changing Lives Through Horses' educational provision at the riding school where B would be able to achieve a certificate in equine care and stable management as part of their education plan. B attended one day per week and began to make friends with the other young people and volunteers on the yard. B's confidence and self-esteem soared – it was lovely to see B enjoying, learning and making new friends. B had always struggled to make and maintain friendships and so this was an amazing achievement for them.

Unfortunately, in June 2021 B's residential home was closed with immediate effect, this displaced B until a new placement could be found. Within 2 weeks B moved to a placement in Stratford-Upon-Avon. It was worrying to think of B leaving the stability that had been created behind, however arriving in Stratford B was able to assert how much horses were now part of their identity and so B trotted off (with the support of new placement staff) to find a stables that she could volunteer her time at and begin riding again.

I feel very proud the way B transferred these skills into a new setting as indeed B has already made new friends. I'm hopeful that B will find horses and show people

the skills and strength developed in this activity wherever they may go in future.

Direct feedback

Please record any direct feedback received such as quotes, compliments or complaints about the work with this individual

B said:

'Thank you for bringing me out to do activities... thank you for taking me to do horse riding and everything... I don't know where I'm going but they better always have horses'

'I feel like horses are my life... they are who I am, they are part of me (my identity), and I always want to have horses in my life. When I am older I will have a farm, it will be peaceful and it will be full of animals. It will be like a rescue centre and I'll have the skills and I'll know how to look after them all.'

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Appendix D – Police Online Investigations Team Case Studies

West Yorkshire Police – Bradford District

Police Online Investigations.

Case A

A suspect was arrested travelling out of the West Yorkshire area in order to meet what he believed to be a female. The male had arranged to sexually assault the female's children. He was intercepted close to the arranged meeting point in possession of Viagra, Sex toys and sweets for the children. PC Adam Flaxington was in charge of the investigation. After a week's trial, the suspect was found guilty on 13 counts of offences of Arrange / Facilitate a child sex offence and is to be sentenced 11th November 2021.

Case B

A report was received by the mother of the victim that a male had been speaking with her daughter online and had been asked by the male suspect to sexual assault her 7-year-old sister and live stream so he could see the offence taking place.

The victim was a 13-year-old autistic female. Work took place in conjunction with other forces where the victim lived to identify the offender.

The offender was identified as a registered sex offender living in another area. Due to the offences taking place when he was in the Bradford area he was arrested and dealt with by Bradford Police. A number of devices were seized and were positive for Indecent images of Children. The suspect was interviewed and admitted up to speaking with up to another 50 children. He was charged and remanded at Court and has since pled guilty to 8 offences. Other work is ongoing into identifying the further victims.

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