



Agenda for a meeting of the Executive to be held on Tuesday, 3 January 2023 at 10.30 am in Council Chamber - 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.

From:

Asif Ibrahim

Director of Legal and Governance

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To:

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

- (1) *Members must consider their interests, and act according to the following:*

Type of Interest	You must:
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Directly Related)</i> OR <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item <u>only</u> if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Affects)</i> OR <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being (a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; in which case speak on the item <u>only</u> if the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*

- (3) *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.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

2. 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.

(Fatima Butt / Yusuf Patel - 01274 432227 434579)

3. 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).

(Fatima Butt / Yusuf Patel - 01274 432227 434579)

B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

4. CALCULATION OF BRADFORD'S COUNCIL TAX BASE AND BUSINESS RATES BASE FOR 2023-24

1 - 10

The Director of Finance will submit a report (**Document “AJ”**) which estimates the district’s 2023-24 Tax Base for Council Tax and Business Rates. The calculation is a statutory requirement for the Council’s 2023-24 budget. This setting is in preparation for the Council’s forthcoming budget process.

Recommended –

- (1) That the number of Band D equivalent properties for 2023-24 for the whole of the Bradford Metropolitan District is fixed at 143,920 (as set out in Appendix A, line 13 of Document “AJ”).
- (2) That the Council Tax Base for 2023-24 for each Parish (set out in Appendix B) be approved.
- (3) That Bradford’s £0.138m share of the anticipated 2023-24 Council Tax deficit be approved and that the Police and Fire share of the surplus (as set out in 6.3 of Document “AJ”) be noted.
- (4) That the latest estimate of the gross shares of Business Rates income for 2023-24, be noted. These are set out below:
50% is paid to Central Government - £58.3m
1% is paid to the West Yorkshire Fire Authority - £1.17m
49% is retained by the Council - £57.2m
- (5) That authority is delegated to the Section 151 officer in consultation with the Leader of the Council to make any necessary amendments to the Business Rates estimate arising from the completion of the 2023-24 NNDR1 form. The amended figures will be provided in updates to the Executive and the 2023-24 Budget papers for Council.

Overview and Scrutiny Area: Corporate

(Andrew Cross – 07870 386523)

5. SHIPLEY LOCALITY PLAN 2022-25

11 - 74

The Strategic Director Place will submit a report (**Document “AK”**), which sets out the Shipley Locality Plan and the associated Ward Plans for 2022-25.

Recommended –

That the Executive:

- (1) Review and comment on the Shipley Locality Plan 2022-25, as set out in Appendix A of Document “AK”, recommending any amendments.

- (2) **Agree that the Shipley Area Co-ordinator's, in consultation with the Chair of the Shipley Area Committee, implement the Shipley Locality Plan 2022-25 and present a progress report to the Executive in 12 months' time, setting out the progress and achievements made for each of the priorities detailed in the Shipley Locality Plan 2022-25, including the six Ward Plans.**

Overview and Scrutiny Area: Health and Social Care

(Damian Fisher/Mick Charlton – 01274 437146)

C. PORTFOLIO ITEMS

CHILDREN AND FAMILIES PORTFOLIO
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<i>(Councillor Duffy)</i>

6. **BRADFORD DISTRICT PREVENTION AND EARLY HELP STRATEGY 2022-2025**

75 - 94

The Strategic Director, Children's Services will submit a report (**Document "AL"**) which introduces the proposed Bradford District Prevention and Early Help Strategy for 2022-2025.

The Bradford District Prevention and Early Help Strategy sets out Children's Services vision and approach to meeting its responsibilities to provide support to children and young people across the district.

Recommended –

That the Bradford District Prevention and Early Help Strategy 2022-2025 be approved.

Overview and Scrutiny Area: Children's Services

(Lisa Brett – 01274 431610)

7. **PROTECTING CHILDREN AND VULNERABLE ADULTS AT RISK OF EXPLOITATION**

95 - 114

The Chief Executive will submit a report (**Document "AM"**) which provides an annual update regarding the issue of exploitation. It focuses on the strategic partnership response to all forms of child and adult exploitation and how partners from the Bradford District Safeguarding Children Partnership, and the Bradford Safeguarding Adults Board work to drive improvements across the district and hold agencies to account for their work in their area.

Recommended –

- (1) That the report be noted.**
- (2) That the Executive commit to working closely with partners to continue to raise awareness of exploitation of both adult and children.**

Overview and Scrutiny Area: Children’s Services

(Darren Minton/Janice Hawkes – 01274 434361)

HEALTHY PEOPLE AND PLACES PORTFOLIO

(Councillor Ferriby)

8. WEST YORKSHIRE INTEGRATED CARE PARTNERSHIP - MEMBER APPOINTMENT

115 -
120

The Strategic Director, Health and Wellbeing will submit a report (**Document “AN”**) which details that each council in West Yorkshire has been formally asked to collaborate with the NHS through the new Integrated Care Partnership arrangements. The Executive is requested to approve establishing a statutory West Yorkshire Integrated Care Partnership, appoint a member to it, and to agree to enter into the Bradford District Health and Care Partnership Agreement relating to collaborative working in respect of health and social care.

Recommended -

That the Executive:

- (1) Agree to establishing the West Yorkshire Integrated Care Partnership (WYICP) as a joint committee, and for the West Yorkshire Integrated Care Board to act as Secretariat to the WYICP.**
- (2) Appoint the Portfolio Holder for the Healthy People and Places and the Leader of Council as members of the West Yorkshire Integrated Care Partnership.**
- (3) Agree to enter into the Health and Care Partnership Agreement on behalf of the Council.**

Overview and Scrutiny Area: Health and Social Care

(Catherine Knight – 07786 372922)



Report of the Director of Finance to the meeting of the Executive to be held on 3 January 2023

AJ

Subject:

CALCULATION OF BRADFORD'S COUNCIL TAX BASE AND BUSINESS RATES BASE FOR 2023-24

Summary statement:

This report estimates the Council's Council Tax and Business Rates bases for 2023-24. These bases in turn determine the amount of taxation raised in 2023-24.

Section A of this report estimates the Council Tax Base. This involves considering: total dwellings in the district; exemptions, discounts and the Council Tax Reduction Scheme among others items.

Section B estimates the Business Rates base, starting with the total rateable value of property used by businesses in the district.

Section C summarises the implications of the tax bases for the 2023-24 revenue budget.

Equality & Diversity

The report forms a part of the Councils Budget Strategy, and budget setting process. As in previous years a full Equality Impact Assessment has been produced for budget proposals and full consultation with relevant groups will be undertaken. The outcome of consultation will be considered and reported upon before the 2023-24 budget is approved.

Chris Kinsella
Interim Director of Finance, IT &
Procurement

Portfolio:

Corporate

Andrew Cross, Head of Finance
E-mail: andrew.cross@bradford.gov.uk
Caroline Lee, Asst Director Revenues
E-mail: caroline.lee@bradford.gov.uk

Overview & Scrutiny Area:

Corporate Resources

1. SUMMARY

- 1.1 This report sets the district's 2023-24 Tax Base for Council Tax and Business Rates. The calculation is a statutory requirement for the Council's 2023-24 budget. This setting is in preparation for the Council's forthcoming budget process.
- 1.2 The Tax Base for Council Tax is an estimate of the number of domestic dwellings in the district. This Tax Base estimate is expressed as a single measure in a mathematical shorthand called Band D Equivalents. The rate of Council Tax, as set by Full Council, levied on these Band D equivalents, then determines the total amount raised. Overall, the growth in the tax base is estimated at 500 Band D equivalent properties taking the total from 143,420 in 2022-23 to 143,920 in 2023-24.
- 1.3 The actual Council Tax bill received by residents includes amounts also levied on the district's Tax Base by other organisations. These are: West Yorkshire Police and Crime Commissioner (WYPCC); West Yorkshire Fire and Rescue Authority (WYFRA) and various Parishes. These amounts are collected by the Council on behalf of these other organisations and passed over to them.
- 1.4 The Tax Base for Business Rates measures the amount of commercial property in the district. The Government sets a chargeable rate (the multiplier) against this Business Rates Base. The amounts owing from businesses are then collected by the Council. This collection is apportioned by statute between the Council (49%), the Government (50%) and WYFRA (1%).
- 1.5 The district's 2023-24 Tax Bases are set in the context of recovering from the pandemic. As a result, the financial impact is for only a small increase in the Council Tax Base (500 Band D equivalents – equivalent to £0.7m at 2021-22 Council Tax Band D).
- 1.6 Although the recommendations from this report set the Council Tax base for the 2023-24 budget, the Business Rates estimate is formally agreed when the Section 151 officer submits a NNDR1 form to government by the end of January 2023 based on information available at 31st December 2022. Consequently, the estimates for Business Rates provided in this report are the current best estimate, but they will be updated by the end of January 2023, with the totals reflected in an update to the Executive prior to the 2023-24 Full Council Budget report in February 2023.
- 1.7 Council Tax and a share of Business Rates form part of the Council's General Funding. Such General Funding is not ring-fenced, making it vital to the funding of the Council's statutory obligations and local choices on service delivery.

SECTION A: COUNCIL TAX BASE

2 COUNCIL TAX BASE INTRODUCTION

- 2.1 The Tax Base is set in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. These Regulations require that the Tax Base is set between 1 December and 31 January. Any Preceptors, such as Police and Fire, must be notified of the Tax Base by 31 January.

- 2.2 The Regulations also set out how the Tax Base is calculated. This includes measuring the Council Tax Base in a standardised format called Band D Equivalent Dwellings.
- 2.3 The Council Tax rate charged on the Tax Base will be set at Full Council on Thursday 23 February 2023, and is currently being consulted on.

3 COUNCIL TAX BASE AND EQUIVALENT DWELLINGS

- 3.1 The first stage of estimating Band D Equivalents for 2023-24 is to identify the numbers of what are called Equivalent Dwellings. In September 2022, there were 221,071 domestic dwellings in the district (Appendix A, line 1). This is 982 higher than 2021.
- 3.2 Council Tax exemptions and reliefs apply to some of these dwellings. The effect of these exemptions and discounts is that either a proportion, or the entirety of each dwelling is excluded from the Tax Base calculation. Dwellings numbers adjusted for these exclusions (exemptions and reliefs) no longer represent physical properties, so are known instead as equivalent dwellings. (Appendix A, line 2 & 3).

The actual number of properties, 221,071 (Appendix A, line 1), has been taken from official returns provided to the Government.

- 3.2 As shown in Appendix A, line 2, 4,029 domestic dwellings are exempt Council Tax (3,656 in 2021-22), and removed from the Tax Base in their entirety because they are occupied by:
 - (i) Persons with disabilities
 - (ii) Students
 - (iii) Or they are owned by charities and have been vacant for 6 months.
- 3.3 A 25% proportion of each dwelling is excluded from the Tax Base calculation for the Single Persons Discount, where the resident lives alone. In October 2022, 77,666 (76,269 in 2021) dwellings (out of 221,071) were eligible for this discount. With some other discounts, the impact of Discount is shown is a reduction of 20,127 equivalent dwelling as shown in line 4 of Appendix A. This compares to 19,776 in the prior year.
- 3.4 There are some other adjustments to the Tax Base calculation, for example an additional proportion is added where properties attract an empty property premium after being empty for prescribed periods. This results in a further reduction of 1,624 equivalent dwellings as shown in Appendix A, line 5. (1,715 last year).
- 3.5 The above adjustments bring the Tax Base down to 198,539 Equivalent Dwellings. (Appendix A, line 6), which is an increase of 167 on the 198,372 Equivalent Dwellings in 2021-22.
- 3.6 These Equivalent Dwellings are then classified into the different Council Tax Bands, which determine chargeable Council Tax: this also enables the Tax Base to be expressed as the number of Band D Equivalents.

4 Band D Equivalent Dwellings

- 4.1 This part of the calculation involves converting the Equivalent Dwellings into Band D Equivalent Dwellings.
- 4.2 As noted above, all dwellings are allocated a Council Tax Band. These range from A to H, according to their value at 1 April 1991. For example, Band H has double the liability of Band D.
- 4.2 Importantly, each band has a Council Tax liability that is a fixed ratio of Band D. This means dwelling numbers in any band can easily be expressed as an equivalent in Band D. The ratios are listed below:

Band	Property Value at 1 April 1991	Fixed ratio to Band D
A	Up to 40,000	6/9ths
B	40,000 – 52,000	7/9ths
C	52,001 – 68,000	8/9ths
D	68,001 – 88,000	9/9ths
E	88,001 – 120,000	11/9ths
F	120,001 – 160,000	13/9ths
G	160,001 – 320,000	15/9ths
H	Over 320,000	18/9ths

- 4.3 Weighting the Equivalent Dwellings by their relevant ratio to Band D, calculates the number of Band D Equivalents.
- 4.4 After this calculation, Bradford's current Equivalent Band D Dwellings total becomes 166,248 (Appendix A, line 7). (165,993 in 2021-22)

5 2023-24 COUNCIL TAX PROJECTION

- 5.1 To estimate the 2023-24 Council Tax Base, the District's Band D Equivalent Dwellings have been adjusted as follows:
- A reduction for impact of the Council Tax Reduction Scheme (Council Tax Benefit) of 19,032 Band D Equivalents (Appendix A, line 8). (19,397 in 2021-22).
 - The impact of property growth (550) in Band D Equivalents (Appendix A, lines 9) (750 in 2021-22).
 - An adjustment to reflect the impact of appeals against Council Tax liability (a 600 reduction, vs 550 in 2021-22) – (Appendix A, line 11)
 - A reduction to take account of uncollectable debt, estimated at 2.2% (2.3% in 2021-22), being 3,246 Band D Equivalents (Appendix A, line 12).
- 5.2 As a result, it is proposed to set the Council Tax Base at 143,920 Band D Equivalents. Compared to the current 2022-23 Tax Base of 143,420, this is an increase of 500 Band D Equivalents.
- 5.3 The 2022-23 Band D Council Tax is £1,543.93. If the Council Tax Band D rate is

increased by 2.99% and there is an Adult Social Care Precept of 2% as proposed in the 2023-24 Financial Plan and Budget proposals report (14th Dec 2022 Executive), the Band D Council Tax would increase to £1,620.98. Assuming this Tax rate, a Council Tax Base of 143,920 would raise £233.290m in 2023-24. The combination of an increase in the tax base and Council Tax and Adult Social Care precept increases would raise an additional £11.860m in comparison to 2022-23.

- 5.4 All budget proposals including Council Tax increases and the Adult Social Care Precept are provisional and are subject to the conclusion of the consultation.

6 OVERALL COUNCIL TAX FINANCING

- 6.1 Council Tax and Business Rates collected are paid into a standalone pot (the Collection Fund), which also pays for the amounts (precepts) paid back to the Council, WYP&CC, WYFRA and the Parishes.
- 6.2 To provide budget certainty, the precepts paid out are pre-set according to the Council Tax Bases approved in this report, and the tax rates set either by the Council on 23rd February 2023, or at the meetings held by the other organisations. There is a balancing up at the end of the year between the amount collected and the pre-set amount paid over to Bradford Council. Any deficit or surplus as a result of this balancing up, is repaid/recovered in following years.
- 6.3 In 2022-23, a small deficit of £165k is currently anticipated in the Council Tax collection fund. Of this, the Councils share (84%) would be £138k, with the remainder being shared with WYPCC (£19.8k) 12% and Fire (£6.6k) (4%).

7. COUNCIL TAX PRECEPTORS

- 7.1 Each Parish in the district raises a precept. The individual Tax Bases on which these precepts are charged are set out in Appendix B and were notified to each Parish provisionally on 23rd November 2022.
- 7.2 As noted, the other preceptors are the police and fire. They each raise a precept against the district's 2023-24 Tax Base. Further, they will repay a share of the 2020-21 deficit (to note deficits from that year were spread over a 3 year period) 2021-22 surplus between the collected amounts and preset amounts paid over, and a share of the 2022-23 anticipated deficit.

8 CONCLUSION

8.1 Overall:

- The proposed Tax Base for 2023-24 will be 143,920.
- The individual Parish Tax Bases are set out in Appendix B.
- A deficit on the Council Tax collection fund of £0.165m is anticipated for 2022-23, of which the Councils share would be £0.138m

SECTION B – ESTIMATION OF THE BUSINESS RATES BASE

9 BUSINESS RATES INTRODUCTION

- 9.1 The Business Rates Base is set by completing and submitting a form (NNDR1) to the Government on or by 31 January 2023.
- 9.2 This form has to be completed using data at 31 December, and that data will include a number of amendments to the way that the Business Rates base will be calculated following recent Government policy announcements. The implications of this will be understood early in the new year, and the outcome will be reflected in the NNDR1 form, and an update will be provided to the Executive in advance of Budget Council in February 2023.

SECTION C – 2023-24 REVENUE BUDGET

12 COUNCIL TAX AND BUSINESS RATES REPORT SUMMARY

- 12.1 The overall Council Tax and Business Rates position regarding Bradford Council is combined and summarised in the table below. This compares the position set out in this report with the prior estimate contained in the 14th December 2022 2023-24 Financial Plan and Budget Proposals Executive report. As a result of the changes outlined above, the amount raised from Council Tax and Business rates is now forecast to be £138k lower than forecast in the 14th December 2022 report.

£000s	14 th December Exec Report	4 th Jan 2022 update	Change
Council Tax & ASC Precept 2023-24	(233,290)	(233,290)	(0)
2022-23 forecast surplus		138	138
Total Council Tax	(233,290)	(233,152)	138
Business Rates 2023-24	(57,160)	(57,160)	
Total Business Rates	(57,160)	(57,160)	(0)
Total	(290,450)	(290,312)	138

13 LEGAL APPRAISAL

- 13.1 The legal issues have been considered in the body of this report.

14 OTHER IMPLICATIONS

15 EQUALITY & DIVERSITY

- 16.1 None

17 SUSTAINABILITY IMPLICATIONS

- 17.1 None

18 GREENHOUSE GAS EMISSIONS IMPACTS

19.1 None

20 COMMUNITY SAFETY IMPLICATIONS

20.1 None

21 HUMAN RIGHTS ACT

21.1 None

22 TRADE UNION

12.1 None

23 WARD IMPLICATIONS

23.1 None

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

24.1 None

25 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

25.1 None

26 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

26.1 None

27 NOT FOR PUBLICATION DOCUMENTS

27.1 None

28 RECOMMENDATIONS

28.1 That the number of Band D equivalent properties for 2023-24 for the whole of the Bradford Metropolitan District is fixed at 143,920 (as set out in Appendix A, line 13 of this report).

28.2 That the Council Tax Base for 2023-24 for each Parish (set out in Appendix B) is approved.

28.3 Further that Bradford's £0.138m share of the anticipated 2023-24 Council Tax deficit is approved. Also, that the Police and Fire share of the surplus (as set out in 6.3) is noted.

28.4 That the latest estimate of the gross shares of Business Rates income for 2023-24,

are noted. These are set out below:

50% is paid to Central Government - £58.3m

1% is paid to the West Yorkshire Fire Authority - £1.17m

49% is retained by the Council - £57.2m

- 28.5 That authority is delegated to the Section 151 officer in consultation with the Leader of the Council to make any necessary amendments to the Business Rates estimate arising from the completion of the 2023-24 NNDR1 form. The amended figures will be provided in updates to the Executive and the 2023-24 Budget papers for Council.

29 APPENDICES

Appendix A - 2023-24 Council Tax Base

Appendix B – Parish and Town Councils 2023-24 Council Tax base

Appendix A

Dwellings on Valuation List	Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
1. Total number of dwellings	183	92,155	46,590	40,548	18,536	12,968	6,077	3,733	281	221,071
2. Exempt properties	0	-2,509	-690	-481	-185	-91	-36	-31	-6	-4,029
3. Taxable properties	183	89,646	45,900	40,067	18,351	12,877	6,041	3,702	275	217,042
4. Discounts	-16	-10,708	-4,146	-3,059	-1,150	-615	-251	-160	-22	-20,127
5. Empty homes scheme	0	1,115	296	179	-38	37	15	13	7	1,624
6. Estimated taxable properties after discounts and premiums	167	80,053	42,050	37,187	17,163	12,299	5,805	3,555	260	198,539
Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
7. Band D equivalent	93	53,369	32,706	33,055	17,163	15,032	8,385	5,925	520	166,248
8. Estimated impact of Council Tax Reduction Scheme	-32	-12,182	-3,506	-2,040	-914	-263	-65	-30	0	-19,032
9. Growth as band D	0	0	0	0	550	0	0	0	0	550
10. Empty homes premium change	0	0	0	0	0	0	0	0	0	0
11. Banding and backdated liability changes	0	0	0	0	-600	0	0	0	0	-600
12. Adjustment for losses on collection	-1	-906	-642	-682	-366	-325	-183	-130	-11	-3,246
13. 2023-24 Council Tax base (Band D equivalent)	60	40,281	28,558	30,333	15,833	14,444	8,137	5,765	509	143,920

Appendix B

Local Tax Bases

2023-24 Local Council Tax Bases				
Parish / Town Council	Starting Council Tax Base Band D Equivalents	CTR impact, Band D Equivalents	Net changes including growth in properties, & bad debt losses Band D Equivalents	Final 2023-24 Council Tax Base Band D Equivalents
ADDINGHAM	1,882	-71	-38	1,773
BAILDON	6,851	-431	-133	6,287
BINGLEY	9,288	-532	-167	8,589
BURLEY	3,157	-90	-62	3,005
CLAYTON	2,840	-291	-44	2,505
CULLINGWORTH	1,437	-87	-28	1,322
DENHOLME	1,300	-123	-18	1,159
HARDEN	877	-20	-13	844
HAWORTH	2,588	-166	-38	2,384
ILKLEY	7,563	-194	-137	7,232
KEIGHLEY	17,580	-2,221	-145	15,214
MENSTON	2,373	-47	-52	2,274
OXENHOPE	1,113	-43	-21	1,049
SANDY LANE	952	-63	-14	875
SHIPLEY	5,114	-338	-83	4,693
SILSDEN	3,379	-171	-63	3,145
STEETON/EASTBURN	1,893	-66	-42	1,785
WILSDEN	1,877	-80	-38	1,759
WROSE	2,376	-141	-45	2,190
	74,440	-5,175	-1,182	68,084



Report of the Strategic Director of the Department of Place to the meeting of Executive to be held on 03 January 2023

Subject:

AK

Shipley Locality Plan 2022-25

Summary statement:

The Council, working with partner agencies, is undertaking work to strengthen its approach to Locality Working. A key part of that approach is the development of Locality Plans. This report presents a draft of the Shipley Locality Plan 2022-25, which includes the six Ward Plans for the Executive's approval.

EQUALITY & DIVERSITY:

The Locality Plan has been developed in consultation with a wide variety of partners, community groups and residents with the aim of ensuring that the voices of all communities in the Area are heard.

Alan Lunt, Strategic Director of Place

Portfolio:

Leader of the Council

Report Contact: Damian Fisher & Mick
Charlton

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Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

The Council, working with partner agencies, is undertaking work to strengthen its approach to Locality Working. A key part of that approach is the development of Locality Plans. This report presents a draft of the Shipley Locality Plan 2022-25, which includes the six Ward Plans for the Executive's approval.

2. BACKGROUND

- 2.1 The vision for the Strengthening Locality Working approach is to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities. People are at the heart of service design and delivery, and experience coordinated support within their localities and only need to tell their story once. A stronger focus on prevention and early help promotes better outcomes for local people and helps reduce the need for statutory interventions wherever possible.
- 2.2 To achieve the vision the project advocates a stronger role for Bradford Council and its partners as a leader and place shaper, aligning delivery and resources, renewing emphasis on the role of Area Committees and supporting local councillors in their capacity as democratic champions.
- 2.3 A previous report entitled "Locality Working Review" (Document 'H') was considered by Shipley Area Committee at its meeting held on 6 July 2022, set out this approach in more detail.
- 2.4 Further work has been undertaken with District Councillors and partner agencies to develop 'Actions, Outcomes and Indicators' for each of the 18 priorities and to develop the six Ward Plans.
- 2.5 This report presents the draft Shipley Locality Plan 2022-25 (Appendix A) for consideration by the Executive. Changes can be made at any time throughout the duration of the plan, subject to the approval of the Shipley Area Committee.

3. OTHER CONSIDERATIONS

- 3.1 No other considerations

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 This work falls within the current budget and resources of the Neighbourhood Service and other Council resources that are available for the Strengthening Locality Working programme.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 A key purpose of Strengthening Locality working is to reduce the demand on services

6. LEGAL APPRAISAL

- 6.1 There are no legal implications from for the Strengthening Locality Working programme, any legal input required at a later date, such as procurement will be discussed and provided.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

- 7.1.1 One of the key themes in the Locality Plan aims to increase sustainability across the area.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

- 7.2.1 Locality approaches should reduce travel and waste going to landfill.

7.3 COMMUNITY SAFETY IMPLICATIONS

- 7.3.1 Community safety issues will be addressed within the locality plan.

7.4 HUMAN RIGHTS ACT

- 7.4.1 No known issues

7.5 TRADE UNION

- 7.5.1 No known issues.

7.6 WARD IMPLICATIONS

- 7.6.1 There will be positive implications for all wards in the Shipley area if the Strengthening Locality programme achieves its objectives.

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

- 7.7.1 The Locality Plan included a survey on young people aged 11 to 19. The issues raised by young people have been considered in shaping the plan.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

- 7.8.1 No known implications.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 None

9. OPTIONS

- 9.1 As the approval of a Locality Plan is a decision of the relevant Area Committee, this

report is presented to the Executive for information, discussion and comment.

10. RECOMMENDATIONS

That the Executive:

- 10.1 Review and comment on the Shipley Locality Plan 2022-25, as set out in Appendix A of this report, recommending any amendments.
- 10.2 Agree that the Shipley Area Co-ordinator's, in consultation with by the Chair of the Shipley Area Committee, implement the Shipley Locality Plan 2022-25 and present a progress report to the Executive in 12 months' time, setting out the progress and achievements made for each of the priorities detailed in the Shipley Locality Plan 2022-25, including the six Ward Plans.

11. APPENDICES

- 11.1 Appendix A – Draft Shipley Locality Plan 2022-25.

12. BACKGROUND DOCUMENTS

- 12.1 "Locality Working Review" (Document 'H'), Shipley Area Committee, 6th July 2022.

Shipley Locality Plan 2022-25

Developed and delivered in partnership with local councillors, partner agencies, voluntary, community and faith organisations and residents.

ShIPLEY Locality (ShIPLEY Constituency Area)

The ShIPLEY Locality is a fantastic place to live, work and visit, boasting truly inspirational countryside and plenty of historical and cultural sites of interest. The Locality spans the Aire and Wharfe, river valleys, and contains many thriving and lively settlements which are enhanced by the surrounding fertile farmland, woods and barren moorland on the hilltops.

The market towns of ShIPLEY and Bingley are focal points for shopping, leisure and public services. There are many other significantly sized settlements with their own shopping and leisure outlets including Baildon, Bolton Woods, Burley in Wharfedale, Cottingley, Crossflatts, Cullingworth, Denholme, Eldwick, Esholt, Harecroft, Gilstead, Harden, Menston, Micklethwaite, Saltaire (with World Heritage status), ShIPLEY, Wilsden, Windhill, Wrose and surrounding areas.

There are plans to further develop these urban spaces. ShIPLEY is in receipt of a multi-million pound Town's Fund. There is also a bid to the Levelling Up Fund which could include transforming Bingley Pool into an attractive, modern leisure facility and also an arts trail link to Myrtle Park and new landscaping, seating, lighting and a modern cover for the market square.

The ShIPLEY Locality is great for active travel with good rail links to other towns and cities from its seven railway stations. There has also been recent investment in two traffic free cycle ways along the Leeds Liverpool Canal and the along the side of Canal Road to Bradford City Centre. For walkers there are many low and traffic free routes taking in the towns, villages, parks and open countryside.

The parks within the Shipley Locality are of an exceptional standard. These include the ever impressive St Ives Estate, the Green Flag awarded Robert's Park, Myrtle Park and many other outstanding well used local parks and green spaces.

Shipley Locality experiences relative financial prosperity, when compared with other Bradford areas, this relative prosperity also impacts positively on the health and wellbeing of Shipley residents evidenced by high life expectancy.

However, the relative prosperity of the Locality is not universally shared by all residents. Windhill and Wrose Ward, along with pockets of poverty scattered over the Locality, stands out as experiencing significantly lower levels of prosperity identified by lower income levels, lower education attainment and poorer health and wellbeing. There are also sections of the population experiencing poverty and additional needs. Shipley has a large number of children who are being looked after by different arrangements, including fostering, adoption and children's homes. Many of these children have had very challenging starts to life. There are also high numbers of ageing people who have additional wellbeing, care and health needs.

The Shipley Area has many strengths including many Town and Parish Councils and a thriving voluntary, community and faith sector. These helped for example Burley in Wharfedale receive the Alzheimer's Society's national award for the Dementia Friendly Community of the Year. These strengths will help when addressing emerging new challenges. Close collaborative working with partners in the public, private and community sector collaboratively will be key to delivering the best outcome for all our communities.

Definition of Terms



City of Bradford
Metropolitan District

Localities

Wards

Neighbourhoods

There are 3 important levels at which decisions are made across Bradford; District, Locality and Ward. Sub-ward level neighbourhoods exist through a more informal arrangement.

Locality:

The physical geographies in which locality working is delivered; primarily the 5 constituencies of Keighley, Shipley, Bradford West, Bradford East and Bradford South. Also known as an 'Area'.

Ward:

An administrative division of a locality that elects and is represented by 3 ward councillors. There are 6 wards per locality and 30 wards in total.

Neighbourhood:

At sub-ward level, residents may identify with a particular neighbourhood e.g. Harden. This is a more informal local structure.

Prevention:

Preventing or delaying problems from arising in the first place so that everyone across the Bradford District – whatever locality they come from – can live a long, healthy, and full life.

Early Help:

Tackling problems head-on as soon as they emerge, intervening early before problems escalate.

5 About the Locality Plan

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What is the plan?	Why have one?	How did we develop it?	How do we deliver it?	Who's involved?
<ul style="list-style-type: none"> • A working document for what we want to achieve to create as good a quality of life as possible for the people living here. • It includes information about our strengths, needs and issues and informs our key local priorities. • Some priorities are relevant to the whole of Shipley while others are ward specific. 	<ul style="list-style-type: none"> • It will focus our attention on the key strengths and challenges in Shipley and help address them. • It focusses on prevention and early help, so that everyone can live a long, healthy and full life. • It makes sure that what we do locally is aligned to the bigger plans for the whole Bradford District. 	<ul style="list-style-type: none"> • We used the latest local data and intelligence. • We heard from a wide range of local voices including Cllrs, residents, colleagues in our partner agencies and in voluntary, community an faith organisations. • A public perception survey was used and the Plan has been agreed by the Area Committee. 	<ul style="list-style-type: none"> • Now we know our key priorities, we can develop a detailed action plan to help us deliver them. An action log will help us track positive impact and helps make sure everybody involved knows what else we need to do. • The Area Committee monitors the plan to make sure we're making progress. 	<ul style="list-style-type: none"> • Everybody living in Shipley can make a difference! • Local services and organisations will all work together with local people and communities to address our key priorities.



What are the Bradford District Priority Outcomes (2021-25)?
 Better Skills, More Good Jobs and a Growing Economy; Decent Homes, Good Start, Great Schools; Better Health, Better Lives; Strong, Safe and Active Communities; and a Sustainable District.

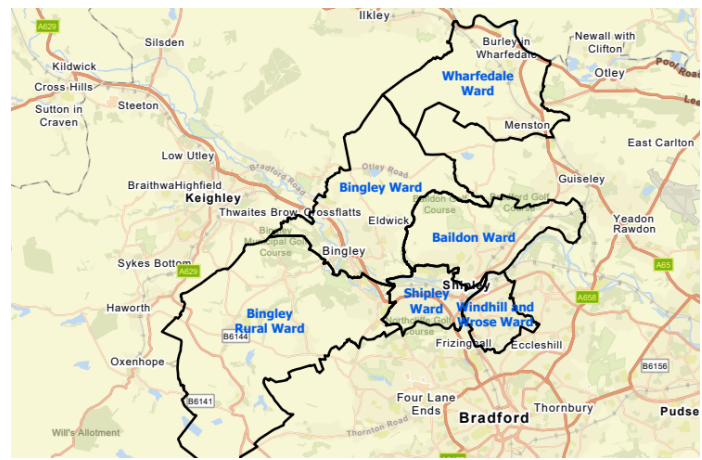


Shipley Locality Today

The Shipley Locality covers a diverse area including Shipley and Bingley town centres. We take in urban, suburban and rural, residential and industrial and include well known locations such as:

St Ives, Myrtle Park, Roberts Park & Saltaire

Over the past 5 years the proportion of people of working age is falling and the transfer seems to be mainly to retired people.



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Ward	0-15	16-64	65+	Total	% U15	% 16-64	% 65+
Bingley Rural	3,368	10,995	4,353	18,716	18.0%	58.7%	23.3%
Bingley	3,092	10,850	4,333	18,275	16.9%	59.4%	23.7%
Windhill & Wrose	3,442	10,057	2,795	16,294	21.1%	61.7%	17.2%
Shipley	2,856	10,048	2,740	15,644	18.3%	64.2%	17.5%
Baildon	2,648	8,730	3,885	15,263	17.3%	57.2%	25.5%
Wharfedale	2,331	6,658	2,922	11,911	19.6%	55.9%	24.5%
Total	17,737	57,338	21,028	96,103	18.5%	59.7%	21.9%

Electoral Wards	Neighbourhoods within each ward
Baildon	Baildon, Tong Park, Esholt
Bingley	Bingley, Eldwick, Gilstead, Crossflatts
Bingley Rural	Harden, Wilsden, Cullingworth, Denholme, Cottingley, Harecroft
Shipley	Nab Wood, Saltaire, Northcliffe
Wharfedale	Menston, Burley in Wharfedale
Windhill & Wrose	Windhill, Wrose, Bolton Woods, West Royd

You can find out more about Shipley locality here

- [Public Health Profile - JSNA](#)
- [Bradford Observatory](#)

Your Local Team and Councillors

ShIPLEY Locality

Area Committee Chair: Cllr Sally Birch

Area Coordinators: Damian Fisher & Mick Charlton

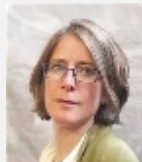
ShIPLEY



Cllr Martin Love



Cllr Kevin Warnes



Cllr Anna Watson

Ward Officer: Paula Truman

Assistant Ward Officer: Ross Collard

Bingley



Cllr Marcus Dearden



Cllr Geoff Winnard



Cllr Joe Wheatley

Ward Officer: Marcia Churley

Assistant Ward Officer: Andy Alderson

Windhill and Wrose



Cllr Susan Hinchcliffe



Cllr Alex Ross-Shaw



Cllr Liz Rowe

Ward Officer: Fakhra Rehman

Assistant Ward Officer: Andy Rozee

Wharfedale



Cllr Gerry Barker



Cllr Bob Felstead



Cllr Dale Smith

Ward Officer: Paul Truman

Assistant Ward Officer(s): Andy Rozee

Bingley Rural



Cllr Sally Birch



Cllr Paul Sullivan



Cllr Falak Ahmed

Ward Officer: Wendy Fisher

Assistant Ward Officer: Andy Alderson

Baildon



Cllr Debbie Davies



Cllr Mike Pollard



Cllr Allison Coates

Ward Officers: Wendy Fisher/Marcia Churley

Assistant Ward Officer: Ross Collard

For more information about your councillors including contact details and surgery times, please visit our [webpage](#).

8 Foreword

ShIPLEY Locality Plan

- The ShIPLEY Locality Plan (2022-25) *has developed* during a period of unprecedented challenge and uncertainty as we continue to work alongside residents, communities, and local partners to tackle Covid-19 and its effects on our communities.
- The response and support by individuals, communities and local partners across the ShIPLEY constituency during the Pandemic has been phenomenal.
- The residents of the ShIPLEY area towns and villages that make up the constituency, have truly demonstrated that **People Can** make a difference, highlighting key strengths and further potential.
We want the ShIPLEY Locality Plan to be ambitious and forward thinking. Our vision is to a build safe, strong and active communities where local voices are heard and citizens are empowered to work alongside public agencies and partners to address the needs and issues of the locality. We will concentrate on **our strengths and assets** to enhance **community capacity tackle inequalities and address the climate emergency**.
- It is important that we focus on **prevention** as well as **intervening early** when problems do emerge so that everyone can live a long, healthy, and full life.
- We understand that ShIPLEY forms an important part of wider **plans for the District**. This is why we have aligned our locality wide and ward specific priorities to the **District Priority Outcomes**: Better Skills, More Good Jobs and a Growing Economy, Decent Homes, Good Start, Great Schools, Better Health, Better Lives, Strong, Safe and Active Communities, and a Sustainable District.

This plan is everybody's business!
To make a significant positive difference in the
ShIPLEY Area, we need everybody to get involved.

9 Shipley Locality Priorities

Bradford District Priority Outcomes 2021-25	Shipley Locality Wide Priorities 2022-25
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. We will work to improve links between formal training providers and the community and business sectors 2. We will work to improve employability of local people and employment opportunities, including more apprenticeships and business start ups 3. We will work to promote the local businesses offer – including town centres
Decent Homes and the Visible Environment	<ol style="list-style-type: none"> 1. We will work to promote rights of tenants 2. We will work to reduce waste and litter around flats and shops 3. We will work to support flood plans across the Locality
Page 23 Good Start, Great Schools	<ol style="list-style-type: none"> 1. We will work to reduce the number of children and young people experiencing poor mental health, including high incidents self-harm 2. We will work to enhance partnership working and communication between all schools and colleges with wider agencies and businesses 3. We will work to increase opportunities for hearing and acting on the voice of children and young people, particularly in respect of decisions that affect their lives
Better Health, Better Lives	<ol style="list-style-type: none"> 1. We will work to increase use of social prescribing and awareness campaigns 2. We will work to increase the number of people accessing Living Well and wider support within the VCS 3. We will work to ensure that older people and people with disabilities enjoy active, happy and fulfilling lives
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. We will work to respond appropriately to the voices of Communities of Interest and promote inclusivity and diversity 2. We will work to reduce domestic abuse, hate crime and sexual violence 3. We will work to develop the strengths of existing active communities and create enhanced offers (see appendix 1)
A Sustainable District	<ol style="list-style-type: none"> 1. We will work to reduce energy use through promoting the move to low and zero carbon transport with an emphasis on public transport, walking and cycling and promote more efficient heating of homes including better insulation 2. We will work to promote waste reduction, reuse, recycle and composting to reduce waste going to landfill and lessen the drain on natural resources 3. We will work to promote to ensure parks and green spaces leave space for nature and biodiversity and promote ‘growing your own’ and reducing food waste

Better Skills, More Good Jobs and a Growing Economy

Actions, Outcomes and Indicators



Actions

1. Work with partners, including Shipley College, Schools, Job Centre / DWP and Social Enterprises to explore how access could be improved for all ages. Looking at skills gaps and outreach
2. Support new business development through a) advice and guidance b) provide business grants c) develop apprenticeship routes into employment
3. a) Use all social media platforms and events to promote local business offer b) events and initiatives that bring the public into Shipley and Bingley town centres

Outcomes

1. A local workforce with the skills needed by local employers and dynamic employment opportunities for local people
2. A local economy where local people can thrive as employees and as self employed
3. Thriving Bingley and Shipley town centres with a good offer of shops and cultural life

Indicators * Key Partners

1. Network events organised * Shipley College, Schools, Job Centre/DWP and Social Enterprise
2. Numbers of local people offered support and guidance, b) value of business grants c) number of apprenticeships created * Invest in Bradford, Dept of Place, WYCA, Shipley Towns Fund
3. Number of vacant business premises in Shipley and Bingley town centres * Economic Development, Dept of Place

Decent Homes and Visible Environment

Actions, Outcomes and Indicators



Actions

1. Set up a partnership of Registered Social Landlords, representatives of the private-rented sector and tenants groups to work together to improve housing and promote the rights of tenants
2. a) Wardens to engage with landlords, tenants and homeowners b) Wardens to monitor that standards are maintained c) Where advice not followed to refer cases for enforcement action
3. Actively support local flood plans with the use of operational resources as part of the Emergency Planning process.

Outcomes

1. More people living in decent homes and more tenants/residents actively engaging in housing issues/initiatives. More people, particularly older people and people with disabilities, living in housing with improved accessibility
2. Fostering a sense of ownership and pride. Work with businesses, tenants and landlords to ensure all are aware of their responsibilities
3. Quick response from all operational teams to assist with issues arising from flooding and ensure less impact at affected areas

Indicators * Key Partners

1. Number of people living in decent homes. Number of tenants/residents actively engaged. Number of tenants /residents groups. Number of people, particularly older people and people with disabilities, living in housing with improved accessibility *
2. Numbers of complaints / requests for service. Cleanliness scores. Before and after photo's * Neighbourhood Warden and Enforcement Manager
3. Number of active plans * Emergency Planning

Good Start, Great Schools

Actions, Outcomes and Indicators



Actions	Outcomes	Indicators * Key Partners
<p>1. a) Set up a sub group to work on why high numbers of children and young people access hospitals for self harm b) Maintaining preventative and early intervention approaches including Youth In Mind</p>	<p>1. Young people are able to access appropriate early help to resolve issues before they escalate</p>	<p>1. Numbers of young people accessing Youth In Mind annually * Bingley Bubble, WISHH, Affinity, HALE, Youth Service, Born in Bradford, Early Help</p>
<p>2. Develop a school and college coordination group as a sub group of the Shipley Leadership team</p>	<p>2. Improved communication and partnership working between all schools and colleges and other partner agencies is having a positive impact on the lives of children, young people and their families</p>	<p>2. Numbers of initiatives arising out of the partnership group* Schools, Shipley College</p>
<p>3. Provide opportunities for young people to share their views and opinions about issues that impact on their lives.</p>	<p>3. The voice of children and young people is being heard and acted upon by those involved in making decisions that affect their lives which is having a positive impact on them, their families and the communities they live in</p>	<p>3. Percent of young people saying they feel they can influence local decisions from Localities Youth Survey (annual)* HALE, Youth Service, Early Help</p>

Better Health, Better Lives

Actions, Outcomes and Indicators



Actions

1. Work with Community Partnerships and GP's to ensure social prescribing is maximised and made more aware to the public of its existence and benefits
2. a) Develop the local offer of well being activities within the Locality b) Work with Living Well on the offer
3. a) Active agency opportunities are developed and promoted b) Mapping to identify areas of strengths and weakness in terms of inclusion c) Celebrate our strengths

Outcomes

1. Potential for lower prescription of medication, less GP appointments and physical and psychological benefits for individuals
2. Better physical and mental health
3. A Locality that is accessible and inclusive to all and where everyone can thrive

Indicators * Key Partners

1. Numbers of people referred by surgeries to agencies who socially prescribe* Bingley Bubble, WISHH, Affinity, HALE
2. Numbers attending* Living Well, CABAD, HALE, VCS, Community Centres
3. Locality survey * Stronger Communities, Adult Services, Equality Together, Partnership for Positive Ageing

Safe, Strong and Active Communities

Actions, Outcomes and Indicators



Actions

1. Create a working group to develop actions that target communities of interest who are seldom heard
2.
 - a) Schools adopt Operation Encompass to increase support offer to children and young people victims of domestic abuse
 - b) Train frontline staff to identify and understand domestic abuse cases and how to report them
 - c) Youth Service to provide positive relationships awareness to groups of young people
3. See details of 10 active community actions in Appendix 1

Outcomes

1. A locality where services are shaped to reflect the needs of all communities and everyone is included where they choose to be
2. Young people to have better understanding of healthy relationships. Less domestic abuse in the future
3. See details of 10 active community actions in Appendix 1

Indicators * Key Partners

1. Working up measures with the Stronger Communities team* CABAD, Health, Area Office, VCS)
2.
 - a) Number of schools signing up
 - b) Numbers of frontline staff trained
 - c) Numbers of young people participating in the awareness sessions* Schools, Domestic Abuse Team, Youth Service, Area Office
3. Delivery of the 10 active community actions in Appendix 1

A Sustainable District

Actions, Outcomes and Indicators



Actions

1. a) Where possible move to purchase electric vehicles for operations in street cleansing and parks or vehicles with the fewest emissions. b) Promote active travel widely e.g. walking and cycling. c) Enforce the Clean Air Zone
2. Target areas of low recycling rates on kerbside collection rounds.
3. a) Allow designated areas of parks and green spaces to naturalise to increase biodiversity and reduce the use of Glyphosate where practicable b) Ensure that everyone uses parks by reaching out to groups less likely to access c) Trial alternative options for reducing glyphosate in 2 areas of Shipley ward with Parish Council.

Outcomes

1. Cleaner air quality / less pollution and carbon emissions
2. Increased recycling at these properties and less contamination of vehicle loads with less residual waste going to landfill
3. More biodiversity and less chemical usage. Increase in wildlife and naturalisation. More wildlife meadows. Success/failure of trial. Possible roll out district wide

Indicators * Key Partners

1. Local air quality measures and more active communities* Clear Air Zone team, Area Office, Road Safety team
2. Recycling rates / tonnage going to landfill* Parks & Cleansing, Wardens, Recycling team
3. Numbers of areas left to naturalise and litres of glyphosate used

Ward Priorities – Baildon

Bradford District Priority Outcomes	Ward Priorities
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. We will promote initiatives that support training development and upskilling to increase opportunities for employment 2. We will support apprenticeships and development opportunities for young people within the local economy 3. We will work to support and encourage 'shop local' initiatives
Decent Homes & Environment	<ol style="list-style-type: none"> 1. We will support initiatives that demonstrate how to cut energy costs and promote energy efficiency and climate change 2. We will support activities to keep the Ward clean and free from litter and detritus 3. We will work to support social landlords to encourage residents to their gardens and surrounding areas clean and tidy
Good Start, Great Schools	<ol style="list-style-type: none"> 1. We will promote and support information and activities for parents with young children 2. We will work with partner agencies to ensure families have access to the appropriate support and guidance 3. We will support agencies who work with young people to ensure their voices are heard and respected
Better Health, Better Lives	<ol style="list-style-type: none"> 1. Work with the Community Partnership to improve access to health services 2. We will work with partners to identify local mental health needs and work alongside social prescribers to give support 3. We will support and encourage healthier life choices by promoting activities for all age groups and abilities using free public spaces
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. We will work with partner agencies to ensure residents continue to feel safe in their homes and neighbourhood 2. We will, through the Ward Partnership meetings continue to collaborate to address concerns around ASB/ burglaries 3. We will work to support and encourage residents to take an active role in their communities
A Sustainable District	<ol style="list-style-type: none"> 1. We will work to support and promote local carbon reduction methods 2. We will promote and encourage active communities to maximise use of green spaces 3. We will work to encourage and support activities that reduce, reuse and recycle

Better Skills, More Good Jobs and a Growing Economy



Actions, Outcomes and Indicators – Baildon

Actions	Outcomes	Indicators* Key Partners
<p>1. We will work to encourage 6th form schools and colleges to promote access to volunteering further education and training</p>	<p>1. Greater up take of training courses and increase in young people taking up apprentices and employment</p>	<p>1. More young people gaining accredited outcomes for training and voluntary work * Youth Service, Area Office, Economic Development Unit</p>
<p>2. We will work with local businesses to encourage young people to take on part time paid work</p>	<p>2. Young people are able to gain skills and experience at a local level and feel valued</p>	<p>2. More young people employed locally and able to play active role in the community * Youth Service, Area Office, Economic Development Section</p>
<p>3. We will work with Baildon Town Council to promote activities and events that will support Baildon businesses</p>	<p>3. Increased footfall in to the Town Centre thereby increasing revenue to the local economy</p>	<p>3. Fewer empty shops and business closures. Fewer businesses forced into online provision only * Area Office, Baildon Town Council</p>

Decent Homes and Visible Environment

Actions, Outcomes and Indicators – Baildon



Actions

1. We will work alongside partner agencies such the 'Green Doctor' to promote energy efficient schemes and the effect of climate change. Also promote initiatives such as the EC04 scheme to ensure shared response to current crisis
2. We will work in partnership with social landlords to identify areas that require a collaborative approach to addressing concerns of high risk vulnerable residents
3. We will work with partners and 'Friends of' groups to safeguard the environment and maintain the current high standard of cleanliness
4. We will work with waste collection team and Incommunities to resolve concerns with bin store and missing lids across the ward

Outcomes

1. People are aware of the available resources and the relevant agencies to provide assistance and support . People have an awareness of cost cutting measures.
2. Agencies are able to communicate effectively and utilise knowledge to avoid people falling through the net
3. Residents continue to have a sense of pride and ownership in their environment
4. Reduction in contaminated bins. Reduced excess litter on bin days

Indicators* Key Partners

1. Greater awareness of how and where to get advice and support * Sustainability Housing & Energy Efficiency Officer
2. Confidence in a multi agency approach to resolving problems * Incommunities, Clean Team, Bingley Bubble
3. More people taking an active role in their neighbourhoods and maintaining a sense of pride.
4. Reduction of reports to council contact * Area Office, Incommunities

Good Start, Great Schools

Actions, Outcomes and Indicators – Baildon



Actions	Outcomes	Indicators* Key Partners
1. Promote activities and courses run by Keighley and Shipley Family Hub and partner agencies	1. Parents are aware of the support available to them and how to access additional information	1. Parents have a good awareness of the programmes/ interventions available to them * Shipley & Keighley Family Hub, Youth Service, Area Office
2. Communicate information on school holiday schemes/ programmes	2. Children have opportunities to be active	2. Children/ young people are happy with the available resources * Youth Service, Area Office, Shipley & Keighley Family Hub
3. Support Youth in Mind Programme. Local agencies to work together to ensure wider appropriate youth provision and support	3. Young people feel emotionally supported, Local agencies are confident in identifying gaps in provision of appropriate facilities for young people. Young people have the opportunity to engage in age related activities	3. Young people they have a voice that is listened to. Parents and young people are happy with the provision * Shipley & Keighley Family Hub, Youth Service, Area Office

Better Health, Better Lives

Actions, Outcomes and Indicators – Baildon



Actions

1. We will work with the Community Partnership to promote local, regional and national health schemes
2. We will work in collaboration with Bingley Bubble and local health service providers to identify specific local health needs
3. We will support and encourage the use of the facilities and activities offered by the 4 Community Hubs as well as promoting the use of outdoor spaces e.g. Shipley Glen, Baildon Moor, Canal towpath

Outcomes

1. Informed community able to take preventative measures to monitor and improve health conditions
2. The community has access to a range of quality joined up services and activities that promote mental health and well being
3. People feel able to make healthy lifestyle choices without being impacted financially. Greater uptake in outdoor activities for families. More people signing up to local groups such as Walkers are Welcome.

Indicators* Key Partners

1. Reduction in people with advanced health needs * Bingley Bubble, Area Office
2. Increase uptake of local activities. More referrals through GP practices to social prescribers * Bingley Bubble, Area Office
3. More people using open spaces and making use of free activities that utilise local spaces * Baildon Community Hubs, Bingley Bubble, Area Office

Safe, Strong and Active Communities

Actions, Outcomes and Indicators – Baildon



Actions	Outcomes	Indicators*Key Partners
<p>1. We will liaise with Neighbourhood Policing Team (NPT) and Shipley Anti Social Behaviour (ASB) Officer when problem ASB persists and coordinate responses through the Baildon Ward Partnership Team</p>	<p>1. ASB is dealt with at an earlier stage</p>	<p>1. Reduction in calls to services and social housing providers * Police, Area Office, ASB Officer – District, Area Office, Ward Councillors</p>
<p>2. We will review the levels of burglaries and work with partners to raise awareness on personal and home safety measures</p>	<p>2. Targeted response to community safety concerns. Residents aware of local crime issues</p>	<p>2. Record of burglaries in the Ward * Police, Baildon Neighbourhood Watch, Area Office</p>
<p>3. We will support Baildon Neighbourhood watch to increase membership and raise awareness of new and emerging crimes locally and nationally</p>	<p>3. Community are well informed and able to take evasive measures to mitigate risk</p>	<p>3. Reduction in recorded crimes * Police</p>
<p>4. We will continue to work with NPT and highways to address concerns around traffic and quad bikes</p>	<p>4. Partners are confident in a collaborative approach to resolving problems and achieving a satisfactory outcome</p>	<p>4. Fewer reports to services * Police, Area Office</p>

A Sustainable District

Actions, Outcomes and Indicators – Baildon



Actions

1. We will work with partners to identify and promote local car charging point and promote the 'No idling' campaigns around schools
2. We will raise awareness of activities organised by local groups and organisations
3. We will work with local groups and organisations to encourage more recycling by households and businesses as well as to highlight the effects of climate change

Outcomes

1. Raise awareness of the local network of electric car charging points also parents are aware of the potential risks to health and the environment by leaving engines running
2. Informed communities that are active and informed
3. Joined up approach to addressing concerns that impact on residence sense of well being. Residents have an awareness of how they can help the environment by reducing their reliance on imperishable products

Indicators* Key Partners

1. Reduce carbon emissions from private vehicles particularly around schools * Area Office
2. More events and activities raising awareness about the impact of climate change * Area Office
3. Improved recycling targets and less litter * Waste and Recycling Team, Area Office, Neighbourhood Wardens

Ward Priorities – Bingley

Bradford District Priority Outcomes	Ward Priorities
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. We will promote initiatives that support training development and upskilling to increase opportunities for employment 2. We will work to support apprenticeships and development opportunities for young people within the local economy 3. We will support and encourage 'shop local' initiatives
Decent Homes & Environment	<ol style="list-style-type: none"> 1. We will support initiatives that demonstrate how to cut energy costs and promote energy efficiency and climate change 2. We will support activities to keep the Ward clean and free from litter and detritus 3. We will work with social landlords to encourage residents to reduce grot spots
Good Start, Great Schools	<ol style="list-style-type: none"> 1. We will promote and support information and activities for parents with young children 2. We will work with partner agencies to ensure families have access to the appropriate support and guidance 3. We will support agencies who work with young people to ensure their voices are heard and respected
Better Health, Better Lives	<ol style="list-style-type: none"> 1. We will work with Community Partnership to improve access to health services 2. We will work to identify mental health needs and work alongside social prescribers to give support 3. We will encourage healthier life choices by supporting/ promoting activities for all age groups and abilities using free public spaces
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. We will work with partner agencies to ensure residents continue to feel safe 2. We will continue to use the Ward Partnership meetings continue to collaborate to address concerns around ASB/ hate crimes 3. We will support and encourage residents to take an active role in their communities
A Sustainable District	<ol style="list-style-type: none"> 1. We will raise awareness of public electric car charging points 2. We will promote active communities to maximise use of green spaces 3. We will encourage activities that promote recycling

Better Skills, More Good Jobs and a Growing Economy



Actions, Outcomes and Indicators – Bingley

Actions	Outcomes	Indicators* Key Partners
<p>1. Support Bingley Chamber of Trade to promote Bingley Town as a great place to shop and own a business</p>	<p>1. New Businesses opening up in the town, increased footfall</p>	<p>1. No empty units, increase footfall, vibrant local economy* Bingley Chamber of Trade, Bingley Town Council, Bradford Council Markets, Area Office, Economic Development Section</p>
<p>2. Work with Bingley Town Council to extend the Market and promote the use of the Market Square</p>	<p>2. Regular market, night time market, greater use of the market square, go to space for Bingley events/ activities</p>	<p>2. Wait list for pitches, increase in submissions for activities on the square* Bradford Council Markets, Bingley Town Council</p>
<p>3. Support the Youth café to work with the young people and encourage take up voluntary work, apprenticeships and part time employment</p>	<p>3. Skilled young people ready to work locally</p>	<p>3. Number of local businesses happy to take on young people for apprenticeships and part time work. Increase in the number of young people looking to take up volunteering activities* Ward Officer, Youth service</p>

Decent Homes

Actions, Outcomes and Indicators – Bingley



Actions

1. Work alongside partner agencies such as the 'Green Doctor' to promote energy efficient schemes and promote initiatives such as the EC04 scheme to ensure shared response to current crisis.
2. Partner with social landlords to identify areas that require a collaborative approach to addressing concerns of high risk vulnerable residents.
3. Work with partners and 'Friends of' groups to safeguard the environment and maintain the current high standard of cleanliness

Outcomes

1. People are aware of the available resources and the relevant agencies to provide assistance and support
2. Agencies are able to communicate effectively and utilise knowledge to avoid people falling through the net
3. Residents continue to have a sense of pride and ownership in their environment

Indicators* Key Partners

1. Greater awareness of how and where to get advise and support*
Sustainability Housing & Energy Efficiency Officer, CABAD
2. Confidence in a multi agency approach to resolving problems*
Housing & Energy Efficiency Officer, Incommunities
3. More people taking an active role in their neighbourhoods* Clean teams, Friends of groups, Local litter pickers

Good Start, Great Schools

Actions, Outcomes and Indicators – Bingley



Actions	Outcomes	Indicators* Key Partners
1. Promote activities and courses run by Keighley and Shipley Family Hub and partner agencies	1. Parents are aware of the support available to them and how to access additional information	1. Parents have a good awareness of local and district programmes/ interventions* Shipley Area Family Hub, Schools, Area Office
2. Communicate information on school holiday schemes/ activities	2. Children have opportunities to be active	2. Children/ young people feel supported* Youth Service, Bingley Town Council, Area Office
3. Support Youth in Mind Programme	3. Increase in referrals to mental health programmes. More young people and parents are aware of local mental health provision	3. Parents and young people are happy that there is adequate provision* Youth service, Area Office
4. Local agencies to work together to ensure appropriate youth provision and all young people are able to be involved with the local decision making process	4. Young people have the opportunity to engage in age related activities and are an integral part of future planning in the town	4. Young people feel they have an opportunity to have their say and feel that they are listened to

Better Health, Better Lives

Actions, Outcomes and Indicators – Bingley



Actions	Outcomes	Indicators* Partners
1. Work with Community Partnership to promote local, regional and national health schemes	1. Informed community able to take preventative measures to monitor and improve health conditions	1. Reduction in people with advanced health needs* Bingley Bubble, Area Office
2. Work in collaboration with Bingley Bubble and local services providers to identify specific local health needs	2. The community has access to a range of quality joined up services and activities that promote mental health and well being	2. Increase uptake of local health related activities* Bingley Bubble, Area Office
3. Support free activities that utilise local spaces like parks and the canal towpath	3. People feel able to make healthy lifestyle choices without being impacted financially	3. Increase in the numbers of people utilising open spaces* Parks and Street Cleansing, Area Office, Countryside service
4. Work with local community centres and church halls to increase access to a variety of activities during the winter months	4. People have a range of options to socialise and stay warm and feel able to be active without being concerned about rising costs	4. Number of premises putting on extra activities during winter* Area Office, Bingley Liaison Group

Safe, Strong and Active Communities

Actions, Outcomes and Indicators – Bingley



Actions	Outcomes	Indicators*Key Partners
1. Liaise with Neighbourhood Policing Team (NPT) and Shipley Anti-Social Behaviour Officer(ASB) when problem ASB persists and coordinate responses through the Bingley Ward Partnership Team	1. ASB is dealt with at an earlier stage	1. Reduction in calls to services and social housing providers* Police, Youth Service, Area Officer
2. Review levels of hate crime including the targeting of women and girls	2. Better understanding issues and more focussed response	2. Record of hate crime in the Ward* Police, Bradford Hate Crime Alliance
3. Support Bingley Neighbourhood Watch to increase membership and raise awareness of new and immerging crimes locally and nationally	3. Community are well informed and able to take evasive measures to mitigate risk	3. Reduction in recorded crimes. Increase in the number of people who feel safe in their neighbourhoods* Bingley Neighbourhood Watch, NPT, Area Office
4. Investigate lighting around Myrtle Park and skate park	4. Young people feel safe and are able to use the skate park for longer periods in winter	4. Reduced calls for anti social behaviour directed at young people
5. Ask Angela initiative is rolled out to all licensed premises in Bingley	5. People feel there is an extra layer of safety whilst out in Bingley	5. Uptake by local business and all bar staff are trained and aware of the scheme

A Sustainable District

Actions, Outcomes and Indicators – Bingley



Actions	Outcomes	Indicators* Key Partners
1. Identify and promote local car charging point	1. Raise awareness of the local network of electric car charging points	1. Reduce carbon emissions from private vehicles particularly around schools* Road Safety Team, Area Office
2. Raise awareness of activities organised by Plastic Free Bingley	2. Communities that are active and informed	2. Request for more information/ events* Plastic Free Bingley, Area Office
3. Work with local groups and organisations to encourage more recycling by households and businesses	3. Improved recycling targets. Less litter	3. Cleaner streets particularly around takeaways* Clean Team, Incommunities
4. Promote The Bradford Warm Homes, Healthy People programme to vulnerable residents who qualify for support	4. Vulnerable residents have access to support, information and advise on energy efficient savings	4. Increase take up of the Warm Homes Healthy People programme* Area Office, Bingley Bubble

Ward Priorities – Bingley Rural

Bradford District Priority Outcomes	Ward Priorities
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. Support local businesses and promote 'shop local' initiatives 2. Support young people to be active in the local economy 3. Promote initiatives that offer enhanced employability for local residents
Decent Homes and the Visible Environment	<ol style="list-style-type: none"> 1. Maintain the high standard of cleanliness and attractiveness of the five villages 2. Encourage residents to take an active role in the appearance of local neighbourhoods 3. Work with partners to alleviate flood risk and increase flood resilience
Good Start, Great Schools	<ol style="list-style-type: none"> 1. Capitalise on the localities approach, with strong links to agencies and partnerships focused on children and young people 2. Promote information and support activities and events for families with children 3. Ensure young people are involved in decision-making and recognised for positive activities in their local communities
Better Health, Better Lives	<ol style="list-style-type: none"> 1. Capitalise on the localities approach, with strong links to agencies and partnerships focused on health and wellbeing 2. Work with Community Partnerships to improve community health and wellbeing 3. Work with partners to address cost of living issues
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. Foster stronger and more active local communities within the context of the 'People Can' initiative 2. Address traffic and parking behaviour that causes tension within local communities and danger to residents 3. Reduce incidents of crime & anti-social behaviour and build public confidence
A Sustainable District	<ol style="list-style-type: none"> 1. Support sustainability initiatives such as reduce and re-use, plastic-free, food growing, green travel and tree planting 2. Enhance local biodiversity through planting and 'no mow' areas 3. Promote home energy efficiency initiatives

Better Skills, More Good Jobs and a Growing Economy

Actions, Outcomes and Indicators – Bingley Rural



Actions	Outcomes	Indicators * Key Partners
1. Pilot 'Citizen Coin' in Wilsden and roll out if successful	1. More volunteering in local communities and increased use of local businesses and community venues	1. Take up of initiative(s) by local volunteers and businesses * Area Office, Stronger Communities team, Community Action (CABAD), Parish Council(s)
2. Promote local work placements, apprenticeships, training and accreditation	2. Higher levels of local training and employment	2. Take up of local training and employment * Economic Development Service, Youth Service
3. Publicise availability of training and employment related advice, information and opportunities and signpost people to relevant agency	3. Greater awareness and uptake of training and employment opportunities	3. Uptake of training and employment opportunities * Economic Development Service, Youth Service

Decent Homes and Visible Environment

Actions, Outcomes and Indicators – Bingley Rural



Actions

1. Focus on local priorities of dog fouling, litter, planting, fly-tipping, overgrown vegetation, household waste and abuse of local 'honeypot' sites
2. Support and celebrate the work of local environmental groups
3. Recruit staff for street cleansing activities in partnership with nominated parish councils
4. Target specific areas of housing and environmental concern including social housing neighbourhoods

Outcomes

1. Maintenance of cleanliness and attractiveness of ward
2. Local groups and individuals feel supported for their volunteering
3. Street cleansing efficiency maximised and good relationships maintained
4. Areas of most concern are addressed and social housing tenants are informed and empowered

Indicators * Key Partners

1. Local survey data, number of requests for service * Parks & Street Cleansing, Neighbourhood Wardens, Countryside Service
2. Contribution of local environmental groups, grants and awards allocated * Area Office, Neighbourhood Wardens, Parks & Street Cleansing
3. Maintenance of joint street cleansing activities * Parks & Street Cleansing, Area Office, Parish Councils
4. Local survey data, feedback from social landlords, number of requests for service * social landlords, Parks & Street Cleansing, Neighbourhood Wardens

Good Start, Great Schools

Actions, Outcomes and Indicators – Bingley Rural



Actions	Outcomes	Indicators * Key Partners
1. Support and promote key role of Youth Service offer, including outreach work, open sessions, in-school activities and mental health support	1. More awareness and increased uptake of Youth Service offer and better co-ordination with other youth providers	1. Uptake of Youth Service offer * Youth Service, Area Office, local schools
2. Ensure all vulnerable young people referred to the Youth Service receive support	2. Improved mental health of young people	2. Referral data, feedback from young people * Youth Service, Children's Services
3. Promote activities and courses run by the Keighley & Shipley Family Hub including information on school holiday support	3. Increased awareness and greater uptake of offer for families	3. Take up of activities and courses * Children's Services, Area Office

Better Health, Better Lives

Actions, Outcomes and Indicators – Bingley Rural



Actions

1. Work with the Bingley Bubble Community Partnership to promote health and wellbeing through events, social prescribing, awareness-raising and access to funding, and forge stronger links with the other two community partnerships working the ward
2. Promote access to support for cost-of-living issues and explore use of local churches and community centres as 'warm spaces' for vulnerable local residents
3. Pilot a Bingley & Bingley Rural Men's Shed project
4. Encourage healthier lifestyles through use of local green spaces

Outcomes

1. Greater access to information, advice and activities with resulting positive health and wellbeing outcomes for local residents
2. Improved health and wellbeing through more affordable food and warmth
3. Reduced isolation and enhanced wellbeing for local men
4. Improved physical and mental health through fresh air and exercise

Indicators * Key Partners

1. Health and wellbeing data, take up of information, advice and activities * Community Partnership and other health partners, Area Office
2. Number of warm spaces established * Area Office, Community Partnership and other health partners, local churches and community centres
3. Establishment of men's shed(s) * Area Office, Community Partnership
4. Health and wellbeing data * Parks & Landscapes, Community Partnership and other health partners

Safe, Strong and Active Communities

Actions, Outcomes and Indicators – Bingley Rural



Actions	Outcomes	Indicators * Key Partners
<p>1. Increase community resilience and local volunteering through support for new and existing initiatives, sharing of resources and good practice between the five villages, and opportunities to support communities of interest</p>	<p>1. More volunteering, increased community strength and enhance inclusivity</p>	<p>1. Survey data and other community feedback * Area Office, Neighbourhood Wardens, Parks & Street Cleansing</p>
<p>2. Focus on traffic priorities of speeding, parking, off-road vehicles, e-scooters, heavy vehicles and engine idling</p>	<p>2. Safer highways and other public spaces and less community tension</p>	<p>2. Traffic data, number of requests for service * Traffic & Highways, Neighbourhood Police Team * Parking Wardens</p>
<p>3. Reduce crime and fear of crime through promotion of crime prevention, crime 'successes' and importance of intelligence, together with support for community-based Neighbourhood Watch schemes and managing public expectations</p>	<p>3. Less crime and fear of crime and greater awareness and understanding of work undertaken by agencies</p>	<p>3. Crime data, number of requests for service, number of Neighbourhood Watch schemes and participants * Neighbourhood Police Team, Neighbourhood Wardens</p>

A Sustainable District

Actions, Outcomes and Indicators – Bingley Rural



Actions	Outcomes	Indicators * Key Partners
1. Promote use and development of food growing and 'best-use' schemes, including support for local groups	1. Less food waste, fewer 'food miles', together with budget savings and healthy food for local households	1. Number of food schemes, grants and awards allocated for these * Community Partnership, Neighbourhood Wardens, Parks & Street Cleansing
2. Promote use of re-use / reduce / recycling opportunities, including physical facilities and websites and apps	2. Less waste and landfill, together with budget savings for local households	2. Waste and recycling data * Waste and Recycling teams, Neighbourhood Wardens
3. Support and promote active and green travel through initiatives like the community-led Bingley Rural Green Travel project and identification of local charging points for electric vehicles	3. Improved local environment through less vehicular pollution, together with better health and wellbeing for local communities	3. Travel data * Traffic & Highways, Area Office

Ward Priorities – Shipley

Bradford District Priority Outcomes	Ward Priorities
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. Support and promote Careers Fairs and Apprenticeships 2. Work with Enterprise Coaches to explore business start ups 3. Encourage local shopping initiatives
Decent Homes	<ol style="list-style-type: none"> 1. Encourage residents to report unsatisfactory accommodation to landlords and/or housing standards 2. Promote winter warmth initiatives and grants for home improvements 3. Support residents in building community capacity and encourage creation of new groups
Good Start, Great Schools	<ol style="list-style-type: none"> 1. Promote literacy initiatives for parents and children 2. Encourage parents to engage with schools and their children’s education 3. Engage with Higher Attainment agenda
Better Health, Better Lives	<ol style="list-style-type: none"> 1. Continue to take an active role in Community Partnerships and promote less ‘medical’ model 2. Promote and encourage a new neighbourliness initiative incorporating vulnerable groups including dementia, autism and learning difficulties 3. Address cost of living crisis by supporting Warm Spaces initiative, Pay as You Feel Cafes, surplus food shop, soup flask initiative and school uniform bank
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. Work with partners to reduce incidents of crime and anti-social behaviour and build public confidence 2. Promote Neighbourhood Watch and Crime Stoppers 3. Develop initiatives to reduce loneliness and isolation
A Sustainable District	<ol style="list-style-type: none"> 1. Promote local transport networks and the use of efficient alternatives to car use. 2. Support and promote local carbon reduction approaches 3. Support and promote initiatives which focus on reducing, reusing and recycling

Better Skills, More Good Jobs and a Growing Economy

Actions, Outcomes and Indicators – Shipley



Actions	Outcomes	Indicators* Key Partners
1. Liaise with Town Council to develop a Business Partnership	1. Partnership approach to problem solving	1. Reduction in anti-social behaviour and increased footfall in town centre * Police, Warden Service, Youth Service, Shop Watch
2. Assist in the development of community and town centre events	2. All partners take ownership in the running and success of events	2. Increase in the number of events and footfall * Town Council, Shipley Events Group
3. Work with Enterprise Coaches, Community Centres, Youth Service and Shipley College to develop a series of career/apprenticeship events	3. Regular programme of events at different venues	3. Reduction in NEET and increase in new start ups * Enterprise Coach, Shipley College, Titus Salt School, Youth Service
4. Promote the Job Club at Shipley Library	4. Thriving Club	4. Number of attendees * Area Office, Library Service, Community Centres, DWP

Good Start, Great Schools

Actions, Outcomes and Indicators – Shipley



Actions	Outcomes	Indicators* Key Partners
1. Promote family learning and activities organised by the Shipley Family Hub and Shipley Library	1. Families are able to get out of the house, reduce fuel bills and access additional networks of support	1. Families feel supported and able to access additional activities. An increase in self-esteem and confidence for parents * Library Service, Family Hub, Area Office, Community Centres
2. Encourage schools to provide social groups and activities for parents within the school setting	2. Utilising school buildings for community activities, taking advantage of warm spaces, parents more engaged with the school community	2. Improvement in relationship with parents and teachers. Parents taking a more active role in their children's education and learning * Schools, Parental Liaison Officers, Early Help, Area Office
3. Promote Youth in Mind Programme and Young Carer's project	3. Young people feel supported and quality of family life improves	3. Reduction in number of self harm cases * Youth Service, Community Partnerships, Carers' Resource

Better Health, Better Lives

Actions, Outcomes and Indicators – Shipley



Actions

1. Continue to take an active role in Community Partnerships
2. Promote and encourage a new neighbourliness initiative incorporating vulnerable groups including dementia, autism and those with learning difficulties
3. Help improve quality of life, including physical and mental health, by addressing cost of living crisis; support Warm Spaces initiative, Pay as You Feel Cafes, surplus food shop, soup flask initiative and school and uniform bank
4. Promote Reading Well on Prescription Books

Outcomes

1. More projects based on needs of community rather than patients
2. Initiative is rolled out and partners, residents and businesses are all aware and sign up to the scheme
3. A good cross section of community settings sign up for initiative including libraries, community centres, places of worship and schools. A significant number agree to provide provision on Christmas Day
4. Raised awareness of collection

Indicators* Key Partners

1. Numbers of residents accessing projects in the community. Reduction in rates of depression * Area Office, Community Representatives, Town Council
2. All residents feel supported and understood. Reduction in calls to services from vulnerable residents *Area Office, Alzheimer's Society, Autism First, Town Council, Police, Community Centres, Business Partnership
3. Residents feel supported during the cost of living crisis and know where to go to access a warm space, food and company. Mental any physical health health is improved * CABAD, Community Centres, Churches and Faith Groups, Community Partnerships
4. Number of loans *Library Service

Safe, Strong and Active Communities

Actions, Outcomes and Indicators – Shipley



Actions	Outcomes	Indicators* Key Partners
<p>1. Work with partners to reduce incidents of crime and anti-social behaviour, build public confidence and promote Neighbourhood Watch</p>	<p>1. Public confidence is improved and neighbourhoods feel safer. Neighbours get to know each other</p>	<p>1. Reductions in reports of anti-social behaviour. Increase in number of Neighbourhood Watches * Police, Youth Service,</p>
<p>2. Develop initiatives to reduce loneliness and isolation and promote existing provision at library including book groups and Reading Friends</p>	<p>2. New groups established including Men's Sheds, Repair Cafes and Red Hats and Hijabs groups. Walk from Home Scheme re-introduced</p>	<p>2. Numbers attending * Area Office, Neighbourhood Connect, Community Centres, Library Service</p>
<p>3. Encourage and support a programme of events across different communities</p>	<p>3. Increase in mutual support and understanding. Residents able to access local programme of events which improve sense of community and reduce need to travel</p>	<p>3. Number of events and feel good factor created * Area Office, Town Council, Residents Groups, Community Centres</p>

A Sustainable District

Actions, Outcomes and Indicators – Shipley



Actions

1. Encourage walking and cycling in all age groups, use of public transport, car club and car share schemes to help improve air quality and reduce carbon emissions
2. Encourage community growing initiatives and improvements and use of green spaces and derelict land
3. Support and promote reduce, re-use and recycling initiatives including clothes swaps, repair cafes, Men's Sheds, upcycling schemes and Free Little Libraries

Outcomes

1. Active travel is increased. Congestion is reduced
2. Green spaces and derelict land is improved and sense of community is increased. Health and wellbeing of residents is improved and sense of purpose created
3. Improved understanding of how to live in a more sustainable way

Indicators* Key Partners

1. Number of walking buses and active travel. Numbers joining car club * Shipley Active Travel Network, Town Council, Clean Air Bradford
2. Visible improvement of derelict land. Happiness and sense of belonging created. Increase in number of social contacts *Community Centres, Community Partnerships, Friends of the Earth, Town Council, Veg on the Edge
3. Number of people participating in the carbon reduction initiatives. Sense of pride in reducing waste and re-using items * Community Centres, Plastic Free Shipley, Area Office, Citizen's Jury, Town Council

Ward Priorities – Wharfedale

Bradford District Priority Outcomes	Ward Priorities
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. Promote local business and trade associations 2. Promote learning and skills opportunities for everyone 3. Promote Arts and Cultural Activities
Decent Homes and Visible Environment	<ol style="list-style-type: none"> 1. Promote Home Energy Efficiency and Grants schemes 2. Support local groups with litter picking and other initiatives 3. Support older residents to review energy efficiency
Good Start, Great Schools	<ol style="list-style-type: none"> 1. Promote Youth In Mind initiative 2. Help create empathetic school communities 3. Promote community volunteering
Better Health, Better Lives	<ol style="list-style-type: none"> 1. Support local health initiatives and support schemes 2. Promote self-care 3. Encourage and promote physical activity
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. Promote Neighbourhood Watch 2. Promote Crime Stoppers 3. Liaise with Parish Councils on issues of concern in communities
A Sustainable District	<ol style="list-style-type: none"> 1. Encourage walking, cycling, use of public transport and car share schemes 2. Promote initiatives such as 'No Mow May' to increase biodiversity 3. Reduce air pollution, especially around schools, by adopting 'no idling' campaign

Better Skills, More Good Jobs and a Growing Economy

Actions, Outcomes and Indicators – Wharfedale



Actions	Outcomes	Indicators* Key Partners
1. Support local trade associations in promoting and establishing businesses	1. Thriving local economy	1. Number of new businesses and existing businesses feeling supported and flourishing * Business Forums, Parish Councils
2. Liaise with local libraries to raise awareness of learning opportunities and digital skills in conjunction with Worth Connecting	2. Residents develop skills which could enhance job prospects. Older people become digitally aware	2. Number of attendees attending courses * Community Libraries, Worth Connecting
3. Promote life enhancing Arts and Cultural activities	3. Improvement in quality of life. Awareness of career opportunities in creative sector	3. Numbers attending arts and cultural activities * Parish Councils, Menston Community Association, Burley Community Trust

Decent Homes and the Visible Environment

Actions, Outcomes and Indicators – Wharfedale



Actions

1. Organise events with partners, in each village, to promote energy efficiency, preparation for winter and Neighbourhood Watch scheme
2. Target older households, especially those with large properties and low incomes, to reduce energy consumption
3. Support Love Burley and Litter Free Menston with their initiatives

Outcomes

1. Awareness raised of grants and schemes to assist with energy efficiency. Reassurance that neighbours are looking out for each other
2. More older households reducing energy consumption but maintaining a warm home
3. Improved visible environment

Indicators* Key Partners

1. Number of homes making energy efficiency improvements. Increase in Neighbourhood Watch schemes * Area Office, Parish Councils, Community Associations and Trust
2. Feedback from residents and support services * Area Office, Parish Councils, Community Associations and Trust
3. Numbers attending litter picks and registering to commit on a regular basis * Wharfedale Wombles, Litter Free Menston, Parish Councils, Area Office

Good Start, Great Schools

Actions, Outcomes and Indicators – Wharfedale



Actions	Outcomes	Indicators* Key Partners
1. Promote Youth in Mind Programme and Young Carers' project	1. Young people feel supported and quality of family life improves. Less referrals to statutory service	1. Number of young people accessing support * Youth Service, Burley Community Trust, Burley Community Leaders Group, Parish Councils
2. Encourage schools to participate in community initiatives such as Dementia Friends and autism awareness	2. Schools fully embrace and support initiatives	2. Numbers of children and young people involved * Schools, Area Office, Burley Dementia Action Group
3. Encourage young people to undertake voluntary work with local projects	3. Young people feel a greater sense of community pride and build relationships with other age groups	3. Increase in number of young people supporting local community projects * Schools, Duke of Edinburgh Award, Parish Councils

Better Health, Better Lives

Actions, Outcomes and Indicators – Wharfedale



Actions

1. Work with partners to encourage self care, promote healthy lifestyles and physical activity
2. Liaise with community centres, libraries, schools and faith groups to provide additional access and activities over winter
3. Explore possibility of introducing 'Walk from Home' scheme, with partners, to encourage residents who have lost mobility and confidence to get out more

Outcomes

1. Healthier, happier community
2. A wider range of venues and longer opening times over the winter
3. Reduction in number of isolated residents

Indicators* Key Partners

1. Feedback from residents and reduction in GP visits * Wharfedale and Silsden CP
2. Increase in social interactions and a reduction in fuel consumption during day * Area Office, Community Leaders Group, Churches
3. All of above *Community Partnerships, Parish Councils, Community Associations and Trusts

Safe, Strong and Active Communities

Actions, Outcomes and Indicators – Wharfedale



Actions

1. Promote Neighbourhood Watch to help reduce the fear of crime and build responsibility in the community
2. Organise community safety events in each village, with partners, and raise awareness of fraud and scams
3. Work with existing village groups to increase their membership and recruit younger volunteers

Outcomes

1. Residents embrace the initiative and take responsibility for co-ordinating the work. Less crime and fear of crime
2. Residents feel safer and happier in their local community and better equipped to deal with unsolicited sales
3. The work load would be more evenly spread and the groups would be more sustainable with new ideas and vision

Indicators* Key Partners

1. Increase in number of Neighbourhood Watches * Police, Area Office, Parish Councils
2. Feedback, from residents, on how awareness raising has reduced their chance of being a victim of fraud or scams * Area Office, Police, Parish Councils, Community Associations and Trusts
3. Increase in membership of active groups with a lower average age * Area Office, Community Groups, Parish Councils, Community Associations and Trusts

A Sustainable District

Actions, Outcomes and Indicators – Wharfedale



Actions

1. Encourage cycling, walking and use of public transport to help improve air quality
2. Work with local climate action groups and Parish Councils to promote initiatives such as 'No Now May' to increase biodiversity
3. Promote initiatives such as Men's Sheds and Repair Cafes to reduce, reuse and upcycle resources

Outcomes

1. Less congestion. Better healthier lifestyles
2. Raise local awareness of biodiversity. Increase in type of plants and wildlife and improved ecology
3. Reduction in waste going to landfill

Indicators* Key Partners

1. Improve air quality * Area Office, Parish Councils, Climate Change Groups
2. Number of groups participating * Area Office, Parish Councils, Climate Change Groups
3. Increase in number of sustainable groups in both villages * Area Office, Parish Councils, Community First Yorkshire, Community Associations and Trusts

Ward Priorities – Windhill & Wrose

Bradford District Priority Outcomes	Ward Priorities
Better Skills, More Good Jobs and a Growing Economy	<ol style="list-style-type: none"> 1. We will work towards helping people gain the skills and qualifications to make sure we nurture local talents and ambition 2. We will work with Enterprise coaches to explore business start ups and offer local jobseekers support to get back into work 3. We will promote local community initiatives which help to support the local economy
Decent Homes and Visible Environment	<ol style="list-style-type: none"> 1. We will work with partners to support people experiencing fuel poverty by promoting winter warmth initiatives and grant schemes 2. We will work in partnership with residents and other organisations to jointly address issues and create clean and tidy properties and safe neighbourhoods 3. We will continue to tackle fly tipping in the ward through partnerships with enforcement agencies and the Environment Agency
Good Start, Great Schools	<ol style="list-style-type: none"> 1. We will work with early years services and with families to help our children get the best start to their educational journey 2. We will work with schools and wider agencies to help our children benefit from early intervention and prevention approaches 3. We will work towards improving opportunities for hearing and acting on the voices of children, parents and families
Better Health, Better Lives	<ol style="list-style-type: none"> 1. We will work with our community partnership to increase social prescribing and support our communities to stay healthy, active and happy 2. We will support our communities to access Living Well activities to improve their health and well being 3. We will develop opportunities/initiatives where people can meet and make meaningful social relationships to reduce loneliness and isolation
Safe, Strong and Active Communities	<ol style="list-style-type: none"> 1. We will work hard to help our communities feel safe by working closely with the police, fire service and other partners and reporting and responding to incidents more effectively using local intelligence 2. We will continue with specific, targeted initiatives led by partners to address issues of concern, and provide quick and effective responses to anti-social behaviour and domestic abuse and sexual violence 3. We will work together in positive ways to develop confidence in the police by building and improving relationships in our neighbourhoods
A Sustainable District	<ol style="list-style-type: none"> 1. We will promote initiatives to keep our neighbourhoods clean, green and active 2. We will support communities to reduce waste by reusing and recycling more 3. We will play our part in keeping the air clean by promoting active travel widely

Better Skills, More Good Jobs and a Growing Economy

Actions, Outcomes and Indicators – Windhill & Wrose



Actions

1. We will work with Shipley College to improve and promote educational attainment and increase young people's employability
2. We will promote and raise awareness of business enterprise and the organisations that can support with this as well as promoting training, employment and volunteering opportunities
3. We will promote our local businesses by encouraging people to buy local

Outcomes

1. More qualified and skilled local work force able to take up training and employment opportunities
2. Greater awareness of business, training and self-employment as well as an increase in community volunteers
3. Saving on fuel consumption. Positive impact on businesses in terms of gains in sales and an increase in customer loyalty leading to better community relations

Indicators

1. Improvement in take up of accredited learning programmes
2. More business start ups and take up of training initiatives
3. Number of people shopping locally

Decent Homes

Actions, Outcomes and Indicators – Windhill & Wrose



Actions

1. We will provide support to residents on how to reduce their energy bills and help people access additional support they may be entitled to
2. We will introduce resident-led neighbourhood walkabouts
3. We will work with enforcement authorities, residents and landowners to reduce fly tipping in the ward
4. We will create robust, exciting play areas in the ward to re-energise underused greenspace for walking, cycling and playing

Outcomes

1. More awareness and engagement from residents
2. Effective identification and response to key issues of concern
3. Reduction in fly tipping and litter in the community. Greater awareness of landowners responsibilities
4. Creation of Windhill Wildpark and Wetlands area developments

Indicators

1. Number of homes making energy efficiency improvements
2. Numbers engaging in community actions including litter picks and registering to commit on a regular basis to 'Friends of' groups
3. Reduction in number of reports of fly tipping
4. Increased number of people using these facilities

Good Start, Great Schools

Actions, Outcomes and Indicators – Windhill & Wrose



Actions

1. We will support our families to engage better with their children's learning by reducing or removing barriers to engagement (train families on how to assist their child's learning in the home)
2. We will work with schools, health service providers and families to maintain early intervention approaches and improve learning and positive health outcomes for our children
3. We will promote literacy programmes for our children and their families by setting up free libraries

Outcomes

1. Children and families who feel better supported and are engaged with their children's learning and the school environment
2. Effective partnership working enabling early intervention and prevention especially around self harm
3. Parents provided with focused support to build their confidence and improve their literacy skills

Indicators

1. Gains in behaviour, attendance, and academic achievement for children and an increased number of parents engaging with schools and support staff
2. Reduction in self harm and mental health issues
3. Evidence of the positive impact arising from improved literacy levels, particularly, the number of children and families accessing and attending libraries

Better Health, Better Lives

Actions, Outcomes and Indicators – Windhill & Wrose



Actions

1. We will continue to take an active role in Community Partnerships to ensure social prescribing is maximised
2. We will encourage positive physical activity and mental health by improving outdoor play provisions for children and young people and improving connections in and around the ward to enable everyone to be more active, including walking buses and safe cycle routes
3. We will create opportunities for meaningful social relationships to be developed to reduce loneliness and isolation

Outcomes

1. More awareness of health clinics in community centres, libraries, parks and green spaces via health education/awareness campaigns (obesity, diabetes, cardiovascular disease, mental health)
2. Windhill Recreation Ground outdoor activities development and the creation of a cycle hub with trained people to lead cycling
3. Creation of safe spaces/hubs of activity, e.g. community cinema

Indicators

1. More uptake of activities promoting positive health
2. Establishment of men's shed and number of people accessing the bicycle hub and outdoor play provision
3. More residents feeling supported and able to take up activities outside their home in a social setting

Safe, Strong and Active Communities

Actions, Outcomes and Indicators – Windhill & Wrose



Actions

1. We will work with the Police and our communities to make our neighbourhoods safe
2. We will take preventive action in reducing domestic abuse and sexual violence, drugs and anti-social behaviour by working with schools to educate young people around key areas of concern
3. We will continue with positive action campaigns to keep our ward a safe place to live

Outcomes

1. Collaborative approach resulting in better intelligence for law enforcement around drugs and anti social behaviour, particularly around issues with off-road bikes
2. More awareness of domestic abuse and sexual violence leading to positive action in response to the impact of crime and anti social behaviour
3. More effective partnership working achieving improved engagement with young people in positive activities (community football)

Indicators

1. Increase in number of Neighbourhood Watch groups and information sharing to reduce crime
2. Reduction in levels of anti social behaviour incidents and reduced offending rates and raised awareness of key areas of concerns for students in schools
3. Number of young people involved with positive activities such as community football and reducing the impact on other services such as A&E departments and the Police

A Sustainable District

Actions, Outcomes and Indicators – Windhill & Wrose



Actions

1. We will work with our communities to ensure our ward is a pleasant place to live, work and relax in by responding quickly and effectively to issues of graffiti, litter and fly-tipping
2. We will encourage residents to reduce, reuse and recycle their waste
3. We will promote active travel such as walking buses and cycling

Outcomes

1. Improved visible environment with more residents volunteering for litter picks and working in partnership to reduce the number of incidents of fly tipping and graffiti
2. Improved awareness and understanding of living sustainably by reducing waste and recycling more
3. Cleaner air quality and health and well being of residents is improved

Indicators

1. Increased number of people accessing outdoor spaces and joining community initiatives including litter pick volunteers
2. Recycling data
3. Local air quality measures and more active communities

Let's keep the conversation going

Contact your Area Co-ordinator's Office for more information about this plan, and how to get involved in your community.

Area Co-ordinator's: Damian Fisher & Mick Charlton

Phone: 01274 437146

Email: shingleyareaoffice@bradford.gov.uk

Address:

Shingley Area Co-ordinator's Office

Shingley Town Hall

Kirkgate

Shingley

BD18 3EJ



Everybody in the Shingley locality can make a difference!
Here are a few ideas....



Connect

- Meet your ward councillors (via email, phone, in person at their surgeries)
- Get to know your Area Co-ordinator's Office team and their Ward Officers and Assistant Ward Officers



Have your say

- Share your ideas through resident and community consultation
- Attend Area Committee, learn about key plans and ask questions
- Vote in local elections



Get involved

- Volunteer in your area (lots of opportunities can be found [here](#))
- Be neighbourly
- Choose sustainable, active travel options
- Community action e.g. Dementia friendly communities, litter picks

Find lots more ideas at www.peoplecanbradforddistrict.org.uk

Strong and Active Communities Sub Action

Developing Community and Partnership Strengths Across the Shipley Area

	Actions	Details	Who	When
1	Promoting existing strengths and good practice between partners across the Shipley Area	Organise a network across community providers -Run an annual community heroes event in Shipley to celebrate achievements	Area Office CABAD Community providers	April each year
2	Piloting a referral pathway for individuals with low level needs into community led provision locally	-Design a project that would enable agencies to refer in and for neighbourhood teams to deliver short interventions in partnership with local organisations and residents	Area Office Police NHS Local organisations Council Customer Services Incommunities	Design pilot in BD18 ready for a 2022 soft launch
3	Map local community offer by ward and seek to further develop to meet local needs	-Undertake on a ward by ward basis mapping of existing provision. -Where there are gaps in provision work with partners to fill -Include offer for all age groups	Area Office Youth Worker Ward Leads for Youth Offer element Early Help Community providers	Complete initial in each Ward Spring 2023 then regularly update.
4	Support local community organisations and businesses to diversify the culture and arts offer including for young people	Work with local groups to build opportunities to increase the culture and arts offer to everyone including those who participate the least	Culture 2025 team Council Culture team Youth Service	Ongoing in build up to Culture 2025
5	Improve information and advice about community offer in each neighbourhood. Support residents through the Cost of Living crisis.	-Work to improve information about what is available locally -Improve awareness campaigns using a calendar of key dates and events	CABAD Area Office Community providers	Cost of Living Support web site and booklet launched Sept 2022.

Strong and Active Communities Sub Action

Developing Community and Partnership Strengths Across the Shipley Area

	Actions	Details	Who	When
6	Develop an Area wide Friendly Communities initiative (inclusive to all)	-Compare existing 'Friendly' initiatives and design one that supports community organisations and local businesses to be inclusive (eg Dementia, Autism)	Community providers Faith organisations Richard Cracknell	-Initial working group to scope out in Autumn 2022 with timescale to follow
7	Increase opportunities for neighbourliness including Neighbourhood Watch.	-Work with NW coordinators and NPT -Consider ideas that mean NW could expand to include 'caring' for neighbours e.g. putting bins out etc.	NPT Area Office	-Initial meeting to scope out in Autumn 2022 with timescale to follow
8	Mapping existing voice mechanisms and ensuring all communities and all ages are heard	-work with partners to establish any gaps -Work with partners to fill gaps -Develop way to improve sharing of voices across partners	NHS NPT Incommunities VCS Area Office Stronger Communities	-Initial meeting to scope out in Autumn 2022 with timescale to follow
9	Continue to work with Friends of Parks and Open spaces groups to help maximise the use of public spaces		Friends of Groups Parks and Cleansing	Ongoing
10	Developing a Safe and Warm spaces initiative to increase the numbers and diversity of people accessing community spaces across the Area	-Evaluate existing similar initiatives and decide if one is fit for Shipley and if not develop a new one	Area Office Libraries Community providers Faith organisations Holiday Activity and Food Programme	Launched in Autumn 2022

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Report of the Strategic Director Children's Services to the meeting of the Executive to be held on 3 January 2023

AL

Subject:

Bradford District Prevention & Early Help Strategy 2022-2025

Summary statement:

The Bradford District Prevention and Early Help Strategy sets out Children's Services vision and approach to meeting its responsibilities to provide support to children and young people across the district.

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
Strategic Director Children's Services

Portfolio:

Children & Families

Report Contact: Lisa Brett
Phone: (01274) 431610
E-mail: lisa.brett@bradford.gov.uk

Overview & Scrutiny Area:

Children's Services

1. SUMMARY

- 1.1 This report introduces the proposed Bradford District Prevention & Early Help Strategy for 2022 to 2025.
- 1.2 People need to be able to access prevention and early intervention services quickly and at any time in their lives. It is important to have a comprehensive ongoing strategy for prevention to ensure that organisations in the public sector and in the third sector are joined up in their approaches and maximise the available resources.
- 1.3 The Prevention and Early Help Strategic Board have produced a Strategy to outline their commitment to Prevention and Early Help.

2. BACKGROUND

- 2.1 A refreshed strategy has been drafted and takes into consideration the findings of the McAllister review and the opportunities available through the Start for Life Programme. We are aiming for a coherent and creative approach across the district to:
 - Make Prevention and Early Help more accessible – Nearer, Simpler and Earlier for families – starting with separating the need to refer to the Integrated Front Door;
 - Expand and build on the existing Hubs to include additional services for families, making them more accessible;
 - Explore opportunities to deliver Prevention and Early Help within existing additional community locations;
 - Refresh partnership engagement and area based working – including the Prevention and Early Help Board;
 - Develop a consultation group(s) for Co-production (drawing on Family Hubs Start for Life guidance);
 - Offer support to Families at the Right Time, by the Right People, having the Right Conversations or Supporting Families.

3. OTHER CONSIDERATIONS

- 3.1 None.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There are no financial implications.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 There are no risk management or governance issues.

6. LEGAL APPRAISAL

- 6.1 The local authority has a statutory duty under the Children Act 1989 to safeguard and promote the welfare of children in need and to promote their upbringing by their families by providing a range and level of services appropriate to those children's

needs. Working Together To Safeguard Children Statutory Guidance 2018 sets out how this duty should be met and S10 Children Act 2004 requires the local authority to make arrangements to promote co-operation between the Local Authority, its partners and others with a view to improving the well-being of children. In making such arrangements, the local authority must have regard to the importance of parents and other persons caring for children in improving the well-being of children.

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

Not applicable.

7.5 TRADE UNION

Not applicable.

7.6 WARD IMPLICATIONS

This is a district wide strategy.

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

As corporate parents we want to ensure that our children and young people receive good quality care and resources to promote positive outcomes for them.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 None.

9. OPTIONS

9.1 Option 1: Approve the Strategy as presented.

9.2 Option 2: Make suggestions and recommendation for consideration.

10. RECOMMENDATIONS

10.1 That the Bradford District Prevention and Early Help Strategy 2022-25 be approved.

11. APPENDICES

11.1 The Bradford District Prevention and Early Help Strategy 2022-2025.

12. BACKGROUND DOCUMENTS

12.1 Not applicable.

Bradford District Prevention and Early Help Strategy 2022-2025

**‘Supporting Families at the Right Time, by the Right People, having the
Right Conversations’ OR**

‘Supporting Families – earlier, easier and nearer’

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Foreword

Prevention and early help is about stopping problems escalating. It relies on accurate early identification of difficulties and early action which is targeted and evaluated. It can involve intensive intervention or lighter touch support and is usually based on a clear support plan, with identified actions, responsibilities and outcomes, which is then reviewed.

Prevention and early help is the support given to a child, young person, or family when a problem first emerges. Many children, young people and their families need preventative and early help services, and support should be defined by the person who needs it. It can be provided at any stage in a child or young person's life, and 'providing timely support is vital as identifying needs early on can reduce risk factors and increase protective factors in a child's life' Early Intervention Foundation (EIF), 2018.

Effective prevention and early help relies upon us all working together, providing local support as soon as a problem arises at any point in a child's life, from early years through to the teenage years and into early adulthood. Providing early help is more effective in promoting the welfare of children than reacting later. By identifying emerging problems, sharing information with other professionals and targeting assessed need, positive outcomes for children, young people and their families are increased.

Prevention and early help is a form of targeted activity, with a specific action or actions being put in place to address a defined issue or combination of issues. It therefore forms part of a continuum of activity in supporting families.

In speaking with young people, they tell us that prevention and early help means getting help before it is too late, before they give up, or do something they might live to regret, or a crisis turns into a disaster. It's essential that children, young people and their families benefit from the best quality professional help, at the earliest opportunity, as for some families, without early help difficulties escalate, family circumstances deteriorate and children and young people are more at risk of suffering significant harm.

Effective prevention and early help can turn an adverse childhood experience into experiences which bring hope for the future. Professor Eileen Munro highlights this in her review of child protection, 'preventative services can do more to reduce abuse and neglect than reactive services' Munro review of Child Protection May 2011.

We have prevention and early help services we can be proud of in Bradford, once a need is identified, but our greatest challenge remains recognising opportunities to identify concealed need and the effects of harm on children caused by parental drug use and domestic abuse. Whilst this is obvious at times, concealed and hidden need can only be detected by constant awareness and communication.

Prevention and early help services are provided by a great number of organisations including schools, voluntary, community and social enterprises and the local authority. They offer a range of help from universal advice, guidance and support, through to targeted interventions like intensive

family support for families on the edge of care or in crisis. Local services also play a crucial role in prevention and early help as access to friendship groups and the use of social media to help people create a strong sense of membership and belonging.

Great prevention and early help makes all the difference, and we hope the Bradford's prevention and early help approach will make a significant difference through developing a greater understanding of the importance of prevention and early help and of receiving it at the point of need.

David Johnston
Deputy Director Children's Social Care
Chair of the Prevention & Early Help Board

What do we mean by Prevention and Early Help and Family Hubs?

Prevention and Early Help is not a specific service but a collaborative approach across all agencies that work with children, young people and families, who will work together to improve the outcomes for children, young people and families.

The aim is to:

- **Support babies, children, young people and parents early to prevent difficulties from becoming long term problems.**
- **Support families online, in school, in their homes and in their local communities.**
- **Support families to improve their relationships, overall well-being and quality of life.**
- **Offer a trusted, skilled and confident person able to respond at any point when a problem emerges or reemerges.**
- **Give families a single point of access with a clear offer - seamless support for every family and information and advice available for families when they need it.**
- **Have a shared understanding of how adverse childhood experiences and trauma impacts on family members and how we can collectively build resilience and promote healthy relationships.**

Family Hubs bring services together to work with families from conception, through childhood and into adolescence (0 to 19 years and up to age 24 years for some young people with needs arising from SEND), to deliver an integrated local offer.

Family Hubs should be seen as an umbrella term. It is not only the physical buildings, but describes the collection of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.

If you think about any service that families may need, then Family Hubs are designed to provide information and access to them. This could include a wide range of services ranging from day care and early learning, to schools and alternative education, from midwifery and health visiting, to mental health and advice on parenting, from family support to adult learning and employment opportunities.

There are four Family Hubs locality areas: West, South; East; and Keighley & Shipley (combined). The Hubs cover the Bradford District with a number of sites in each geographical area where services are delivered. Our main Family Hub sites and linked sites are located in areas of highest need across the Bradford District. These are coordinated to make best use of resources and space. Services should be accessible independently by families but also work together when a child, young

person or parent/carer has an additional need, or through an early help assessment with a Lead Practitioner to support multiple/more complex needs.

In the Bradford District, every person engaging with children and families has a responsibility to support the delivery of effective Prevention and Early Help and to support a family to access appropriate services.

Improving school attendance is also everyone’s business. The barriers to accessing education can be complex, both within and beyond the school gates.

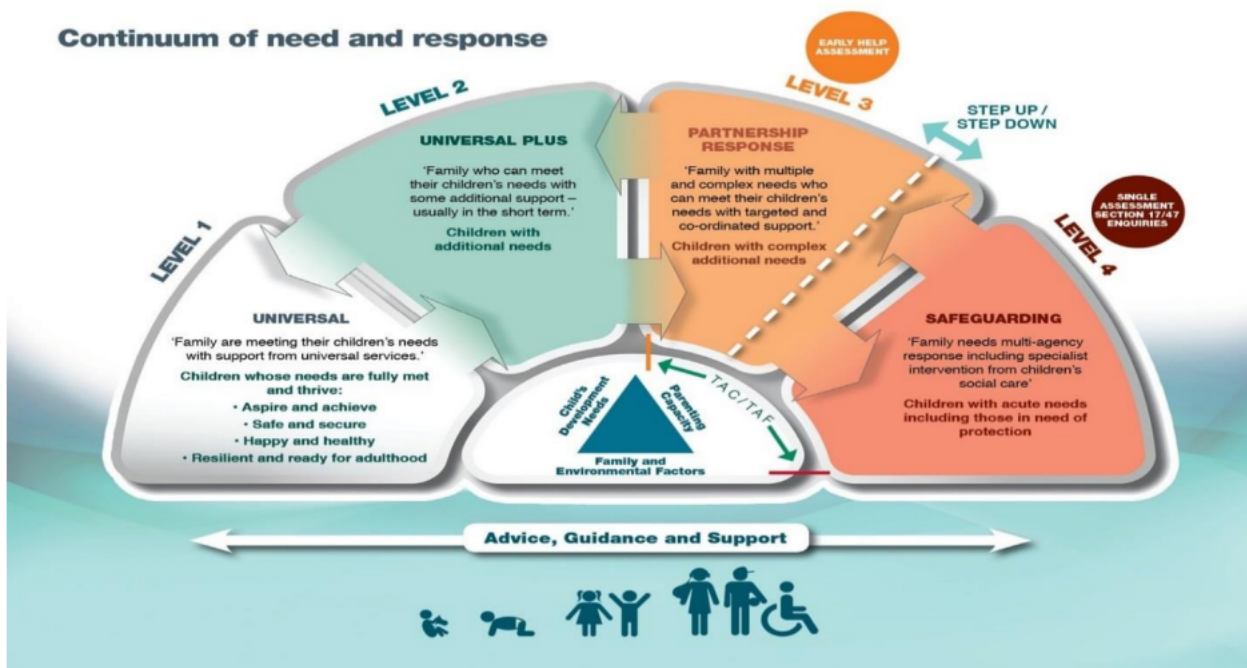
For our District’s most vulnerable children, regular **school attendance is an important protective factor** and the best opportunity for needs to be identified and support provided. Research has shown associations between regular absence from school and a number of extra-familial harms. This includes crime (90% of young offenders are persistently absent from school) and serious violence (83% of knife possession offenders were persistently absent from school in at least 1 of the 5 years of study).

Some pupils find it harder than others to attend school and therefore at all stages of improving attendance, schools and partners should work with pupils and parents to remove any barriers to attendance by building strong and trusting relationships and working together to put the right support in place at the right time. It must be a concerted effort across school staff, the trust or governing body, the local authority, and other local partners in open and honest relationships with family members.

Family Hubs/prevention and early help key partners:



Our local Children’s Partnership has published **guidance on levels of need** aimed at every agency, statutory, voluntary, private and independent, that works directly or indirectly with children, young people and families. The purpose of this guidance is to help agencies identify a child and their parent’s level of need and respond appropriately to provide “the right help, at the right time”. This covers universal, targeted and specialist support:



Why is prevention and early help important?

Prevention and Early Help is a high priority both nationally and locally. This is reflected in the **Council’s Plan 2021-2025** as well as the **Children and Young People’s Plan 2021-2022** (presently under review).

Locally, we are fully committed to going further via the national **Family Hubs Start for Life** programme.

Bradford District’s approach to Prevention and Early Help reflects the widespread recognition that it is better to identify and address difficulties early. This way, we can positively reduce demand on specialist or social care services.

‘Early identification of children and families who would benefit from a coordinated early help assessment supported by one worker, a named Lead Professional, is pivotal for improving outcomes for children and families as a whole family.’

The **Independent Review of Children’s Social Care** noted the challenges that arise when support is fragmented, with no clear point of access, or when there is a stigma associated with asking for help.

The review finds that this has skewed services towards repeating assessments and crisis interventions more than early help. This is echoed in repeated feedback from families in Bradford.

This strategy supports the six strategic aims **Children and Young People's Plan** set out below:

Good start, great schools

We want to give all our children and young people the best start in life by providing high quality early years education for all, and creating long-term sustainable improvement in outcomes starting from the first 1001 days, school readiness and throughout their school journey.

Safeguarding the most vulnerable and supporting families

Ensuring our most vulnerable children and young people are protected from harm, and that they and their families are provided with the services and support to enable them to secure their rights and maximize their potential.

Safer, sustainable and active

We want to ensure that the District is a place where children and young people feel safe and nurtured, where there is access to decent homes and accessible services are provided. Bradford District is where cultural diversity is celebrated and everyone can play an active role in their community

Better health, better lives

We want all our children and young people to enjoy the prospect of safe, long happy and fruitful lives by improving their health and social economic wellbeing.

Better skills, more good jobs and a growing economy

We want to ensure all our children and young people grow up in families free from the long-term effects that poverty has on life chances, and ensure they can make successful transitions into skilled and valued jobs, or into further/higher education.

Participation and voice

We want to ensure that the voice of the children and young people is heard. We want children and young people actively engaged in the decision-making process, not only relating to their own lives, but also in the policies and strategies. This strategy continues to address the findings of a local review held in 2019, particularly:

- The need to reinforce this is a collaborative approach and that Family Hubs are a collection of services, not an individual service.
- To increase the range of agencies undertaking Early Assessments and plans in light of this collaborative approach.
- The need for a shared and central approach to data and tracking outcomes over time.
- Increasing shared recording systems.

- Increasing capacity for area based networking and partnership working.
- Improving access to universal information, advice and guidance through a range of sources.

Key facts:

Two thirds of children who had their needs met through a coordinated Early Help approach did not go on to present or re-present to Childrens Social Care.

The Early Intervention Foundation report (2016) estimated a £17 billion national cost of late intervention.

The figure estimated to be spent by national and local services in Bradford is £165 million which equates to £311 per person.

The context across the Bradford District 2021

Bradford is not alone in experiencing unprecedented levels of challenge and complexity. This data clearly shows the scale of the challenges for our district, and why we must focus our ambition to provide high quality prevention and early help that enables families to thrive, thereby reducing pressure on expensive crisis services.

Whilst Covid-19 has exacerbated some of the challenges we face, it has also illustrated the many strengths of the partnership and what we can achieve when we work together.

- 6,185 children within the Bradford district are open to Childrens Social Care (as of 31/12/21).
- Rich in social and cultural diversity, ethnic minorities form a third of the population with more than 150 languages spoken within the district.
- We are the youngest district in the UK, with nearly one third of the population under 20.
- 10.7 % growth in overall child population since 2016.
- Bradford was one of the first places in the UK to be formally recognised as a ‘City of Sanctuary’.
- 40.8% of children in year 6 are overweight or obese, this is the highest proportion in the region.
- Fuel poverty affects 18.4% of households and 8% of people experience hunger because they do not have enough to eat.
- We have a strong committed network of voluntary and community organisations with around 130,000 volunteers.

- We are the fifth most income-deprived area in the country. Some 266,000 people live in the poorest areas and nearly one third of our children live in poverty. In 2020, 38% of children under 16 lived in low income families, this equates to 60,000 children.
- Young people who are not in education, employment or training are at greater risk of a range of negative outcomes. Bradford data for those who are not in education, employment or training is 6.1% compared to 5.5% nationally.
- Most recent data for persistent school absence (less than 90% attendance) shows that there has been an increase in absence and persistent absence. During the autumn term of 2021/2022 there were almost 21,000 persistently absent pupils in Bradford out of a school population of 84,000 pupils, equating to 24.5%. This places a large number of Bradford children at risk of complex, harmful and potentially costly issues relating to poor education and social outcomes.

Our local partnership vision for prevention and early help delivered through Family Hub sites and networks

'We want children and young people to have the time and space to enjoy their childhood and adolescent years, and grow up to be responsible citizens who contribute to the District. They should be supported to develop independent skills enabling them to become fulfilled adults.'

This strategy supports the Council's vision to promote economic growth and jobs and protect the most vulnerable. Children and young people are at the heart of all we do. They are essential to the District now and in the future.

All families need support from time to time. Prevention and Early Help, co-ordinated through Family Hubs, will work seamlessly to ensure all babies, children and families receive the information and support they need as easily and early as possible.

We will work together to reduce inequalities and identify every child, young person and family with additional needs. We will ensure they are supported by skilled and confident workers, including peers or volunteers, at the right time, in the right place, by the right people.

Relationships matter to us all whoever we are. We will build on a family's strengths and help families to develop skills and build healthy relationships and social connections.

Our Partnership Principles

1. Achieving positive outcomes for children and young people is a shared priority and at the heart of everything we do. We put children's needs first and work to ensure they are getting the opportunities they deserve and inequalities are reduced.
2. We will focus on the first 1001 days promoting healthy opportunities enabling problems to be avoided before they happen or preventing issues from getting worse. We aim to identify needs early but we believe that it is never too late for early help to make a difference.

3. We will work together to deliver welcoming and accessible Family Hubs and to ensure a network of skilled and confident workers. We are committed to making support available face-to-face, online and through outreach.
4. We will co-produce local services with children, young people and families to recognise and build on their strengths. We will help them develop the skills to solve problems, make social connections and overcome difficulties.
5. We will take a whole family approach and provide seamless support through a team around the family, sharing information openly in a timely way so that families only have to tell their stories once.
6. We will adopt a shared approach to promoting healthy, open and honest relationships within and between families, with workers providing support across our partnerships. How people get along with and support each other is key, especially through times of change and/or difficulty. We recognise that fostering and building positive social connections are essential to everyone's wellbeing.
7. We want to develop our practices as a partnership so we can hear children, young people and families. We need to be able to act as their advocates and ensure that their voices and interests are being heard and understood.

How we will use evaluation and data to monitor success

We want to move from service-level data to data that has a shared focus on the perspective of the child.

Partners from key services across Bradford District have come together to co-produce a 0-19 Children and Young Peoples' shared outcomes framework. This framework measures important outcomes for children and young peoples' safety, health and development. Plans are also shaped by an updated families Joint Strategic Needs Assessment.

Our shared 0-19 outcomes framework:

- **enables in-depth, locality based, needs assessment highlighting areas of inequality.**
- **supports the tracking of the impact of interventions through improved outcomes over time.**
- **acts as a catalyst to further develop a single shared child record across organisations where important information that is in the best interests of the care of the family can be shared across the services that are supporting them.**

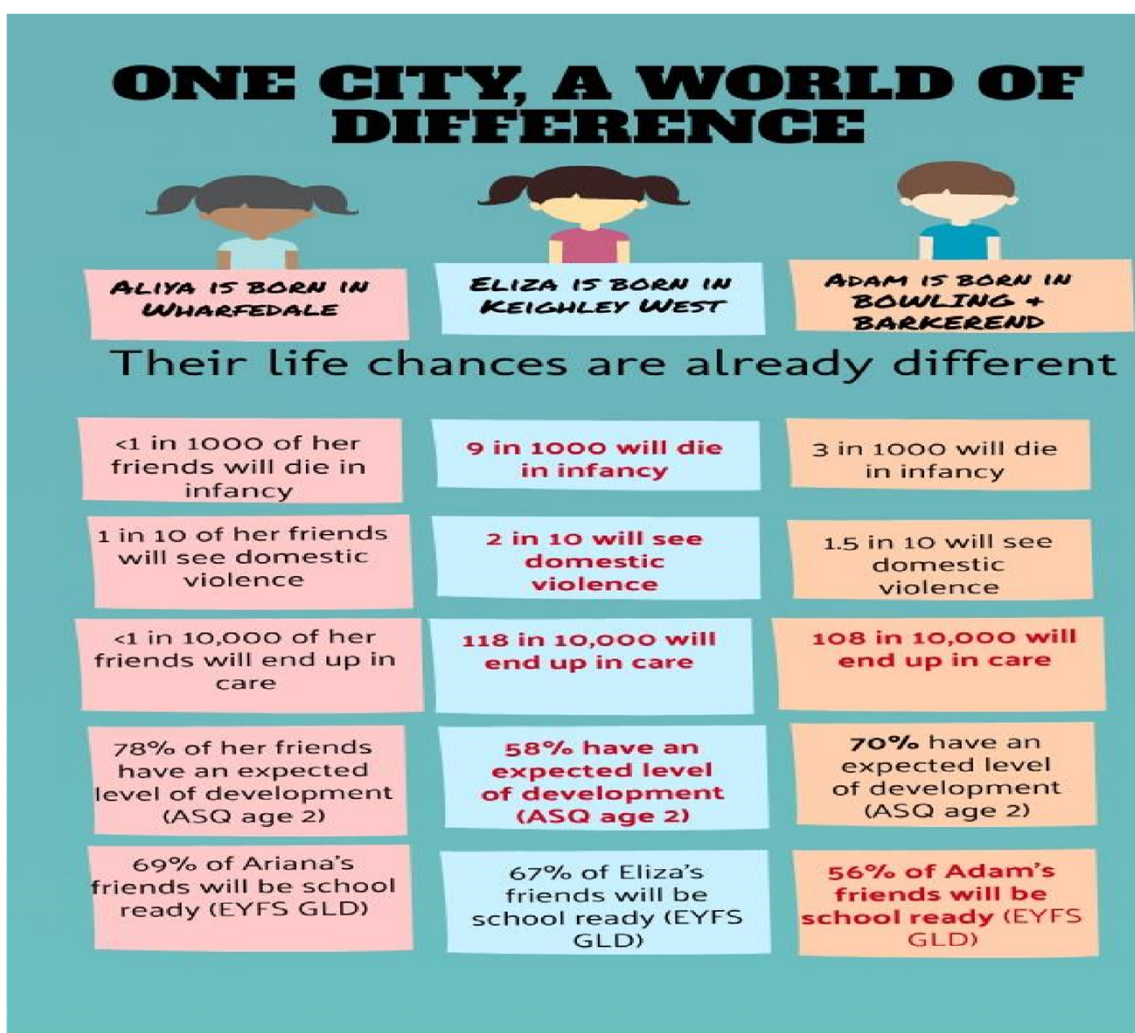
We have used this outcome framework to assess the needs of children aged 0-5 in each ward of the District, to identify inequalities in outcomes and differences in needs for support across the wards.

We are expanding the needs assessment to look at children and young people aged 5-19 across the Bradford District.

The needs assessment also demonstrated significant differences in outcomes for children between affluent and deprived areas, and varied needs based on the cultural and ethnic diversity of areas.

The findings of the needs assessment show that a child's perspective of data identifies stark inequalities and differing patterns of needs that are not always clear when using data from a single service or organisation.

This work is now being used to inform Family Hub Start for Life plans and by local partnerships to highlight the importance of the prevention and health promotion in each locality, enabling the implementation of appropriate support. We will use the outcomes framework to evaluate the impact of the support provided.



What will success look like?

We will implement our local outcome framework so we can track over time:

- Start for life outcomes are improved and inequalities reduce
- Improved take-up of Early Years free childcare
- Improved school attendance and behaviour and contribute to reduce educational inequalities
- Children are kept safe from abuse/neglect and exploitation and criminality
- The impact of domestic abuse on children is understood and supported
- Healthy family relationships with reduce parental conflict
- Increased support addressing mental health and/or substance abuse
- Financial stability is promoted
- Increased secure and good quality housing opportunities are available
- More families are diverted from crime
- Families with children with SEND needs are identified and supported early
- Children, young people and families are proactively involved in shaping and evaluating services
- Family Hubs are accessible, welcoming, well used and help build social connections

Governance

This strategy is owned by the Prevention and Early Help Strategic Partnership (P & EHP). This group leads the governance arrangements for Prevention and Early Help work with children, young people and families and will ensure agencies work together effectively to meet the needs of children and families.

The partnership will have a good understanding of outcomes, the demand for services, the experiences of families, and how to embed prevention and early help through Family Hub sites and local networks.

The specific objectives for the P&EHP board can be found under the following work streams:

- **Prevention and Early Help Ages 0-8**
- **Prevention and Early Help Ages 8 +**
- **Publishing the Start for Life offer/Information for Families**
- **Outcomes, data and evaluation.**

The Board's members and its sub group must ensure close working across other local linked developments, for example, Domestic Abuse and Sexual Violence, looked after children and young people, Safeguarding, promoting children and young people's mental wellbeing and Act as One.

Our priorities for 2022-2025

We are part of the national Family Hubs Start for Life programme. We have identified the following priorities for the next three years. We will develop a detailed delivery plan and review progress regularly:

1. Relaunch our Family Hubs arrangements and ensure they are well known, welcoming and accessible. Access will include face to face, online, local centres and home visiting/outreach. Support must be nearer, earlier and easier for families to access
2. Launch and build area based Family Hubs networks involving family members and third sector and education partners
3. Expand and develop essential Start for Life services, targeted effectively when needed to reduce inequalities. Peri-natal mental health and parent-child relationships will be a priority, alongside promoting school readiness, parenting support and infant feeding.
4. Ensure wider networks and support beyond Start for Life, including links to youth support, SEND Local Offer, substance misuse, housing, debt and welfare advice and pathways into good work.
5. Move from co-location of key teams in Family Hubs to integrated practices which support families earlier and seamlessly, including new area based single point of access.
6. Develop and implement an integrated Family Hubs workforce development plan that focuses on understanding impact of adverse childhood experiences, promoting healthy relationships and resilience, from pre-conception and beyond.
7. Implement robust arrangements for evaluation and co-production and expand working with peer supporters and volunteers, building on supporting the District to be a safe, green and active place to live, work and play.
8. Harness the opportunities from the City of Culture to create an inclusive, creative environment for babies, children and young people, which celebrates the vibrant diversity of our district.

Priority 1: Relaunch our Family Hubs arrangements and ensure they are well known, welcoming and accessible. Access will include face to face, online, local centres and home visiting/outreach. Support must be nearer, earlier and easier for families to access

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 2: Launch and build area based Family Hubs networks involving family members and third sector and education partners.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 3: Expand and develop essential Start for Life services, targeted effectively when needed to reduce inequalities. Peri-natal mental health and parent-child relationships will be a priority, alongside promoting school readiness, parenting support and infant feeding.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 4: Ensure wider networks and support beyond Start for Life, including links to youth support, SEND Local Offer, substance misuse, housing, debt and welfare advice and pathways into good work.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 5: Move from co-location of key teams in Family Hubs to integrated practices which support families earlier and seamlessly, including new area based single point of access.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 6: Develop and implement an integrated Family Hubs workforce development plan that focuses on understanding impact of adverse childhood experiences, promoting healthy relationships and resilience, from pre-conception and beyond.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 7: Implement robust arrangements for evaluation and co-production and expand working with peer supporters and volunteers, building on supporting the District to be a safe, green and active place to live, work and play.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Priority 8: Harness the opportunities from the City of Culture to create an inclusive, creative environment for babies, children and young people which celebrates the vibrant diversity of our district.

What is the issue we are trying to address?	What are we going to do as a partnership?	Who needs to be involved?	What would success look like?
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Report of the Chief Executive Office to the meeting of the Council Executive to be held on the 3rd of January 2023

AM

Subject: Protecting Children & Vulnerable Adults at Risk of Exploitation

Summary statement:

This report provides an annual update on the information to be presented to the Council Executive on the 3rd of January 2023 regarding the issue of exploitation. It focuses on the strategic partnership response to all forms of child and adult exploitation and how partners from the Bradford District Safeguarding Children Partnership, and the Bradford Safeguarding Adults Board work to drive improvements across the district and hold agencies to account for their work in their area.

EQUALITY & DIVERSITY:

Abuse and Exploitation affects people from all communities, but more victims come from disadvantaged communities. Services are designed to be accessible in communities and to focus on areas of need.

Jenny Cryer
Assistant Director Office of the Chief Executive

Portfolio: Children & Families

Report Contact: Darren Minton –
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Overview & Scrutiny Area:

Children Services

1. SUMMARY

- 1.1 This report provides an annual update on the information to the Council Executive regarding the issue of Exploitation. The Bradford District Safeguarding Children Partnership (BDSCP) scrutinises the district's responses to this and provides a professional challenge to these responses.
- 1.1 This report will focus on the strategic response to all forms of exploitation of Children and Adults and how partners contribute to improving service provision across the district. This ensures that partners work to improve how children and adults at risk are supported and protected and to seek assurance for work in this area. Partners continue to work together to protect vulnerable children and adults through increased collaboration between BDSCP, Bradford Safeguarding Adults Board (BSAB) and the Community Safety Partnership (CSP). This has been achieved through improved awareness and understanding, enabling professionals to recognise and respond at an earlier stage to broader types of exploitation.

2. BACKGROUND

- 2.1 Nationally and locally, safeguarding partners are addressing the emergence of interlinked exploitation themes, including Serious & Organised Crime, County Lines, Cyber-enabled crime, Modern Day Slavery and Criminal Exploitation, as threats in a similar way to the same conversations in the last decade around Child Sexual Exploitation.
- 2.2 This is not only within children's safeguarding arrangements but also recognising that vulnerable Adults can be exploited in the same way. These complex safeguarding matters impact the Bradford District Safeguarding Children Partnership (BDSCP), Bradford Safeguarding Adults Board (BSAB) and the Community Safety Partnership (CSP). Scrutiny and quality assurance have also increased through the media, inspections and inquiries locally and nationally.
- 2.3 In Bradford the response to exploitation is led by the All Age Exploitation Sub Group of the Safeguarding Partnership.
- 2.4 Key strands of work include:
- The All Age Exploitation Sub Group
 - Exploitation Hub
 - Non recent CSE prosecutions
 - Education and safeguarding in schools
 - Supporting victims
 - Cyber CE
 - Missing children and the Philomena Protocol
- 2.5 **The All Age Exploitation Sub Group**
- 2.6 Bradford's All Age Exploitation Group has been established as a sub-group of both Children and Adult Safeguarding Partnerships and the City's Community Safety Partnership specifically to focus on the issue of exploitation. It is supported by the

Safeguarding Business Unit and chaired by a Senior Police Officer who ensures a focus on the exploitation of children and adults, including those in transition to adulthood.

- 2.7 The Group is full of committed professionals from various sectors, including health, social care, policing, education and third sector organisations such as Barnardo's and the Bridge Project. The purpose of the group is to get partners working together as effectively as possible to understand, prevent and combat exploitation, whilst focusing on the most effective support to those subject to various types of exploitation.
- 2.8 Over the past year, a key piece of work has been the creation of a Bradford Partnership Exploitation Profile. In September 2021, over 100 partners from a wide array of partner agencies and organisations and some people with lived experience were brought together at Valley Parade for an all-day facilitated workshop. This allowed the harvesting of information, experience and expertise regarding the current harms and threats in Bradford and emerging issues of concern. There was also an exploration of what the partnership is doing well and where we can improve. Over the following months, with the support of analysts from West Yorkshire Police, a small task and finish Group analysed the data from the event and a range of other data from various sources to create an exploitation profile for Bradford.
- 2.9 The expanded task and finish group, which has representatives from various sectors, is now developing a City-wide Exploitation Strategy and Delivery Plan, will be formally launched in early 2023. This not only takes account of the recently produced exploitation profile but also the product created as a result of a mapping exercise of provision for those subject to exploitation in Bradford. The mapping exercise, initiated by the All Age Exploitation Group, was completed with the assistance of a PhD student at Huddersfield University and identified gaps in provision.
- 2.10 The regular meetings of the All-Age Group and the energy of the business unit and Chairs team have helped create genuine momentum amongst partners in focussing on exploitation. There has been a willingness to share and receive learning from local practitioners and the involvement of external contributors from across the Country. By way of example, this has included an understanding of the work of the Lotus Project in the use of Navigators to support adults subject to exploitation, an exploration of financial abuse led by the West Yorkshire Joint Services Team, a focus on online exploitation including ways to better support victims and the families of perpetrators amongst numerous other aspects of exploitation. There has also been regular support and oversight of the development of the recently formed Bradford Exploitation Hub. The Chair of the All-Age Group was honoured to speak to about 200 front-line workers at the recent Exploitation Hub launch event.
- 2.11 The Group has also been keen to reflect on how it can continually improve its effectiveness. This has included a session dedicated to such a review, where feedback was received from Group members and considered. An indication of the momentum that has been seen is the number of organisations and individuals seeking to join the Group. Whilst membership has grown, we are now at the stage there is a danger that the Group does become unwieldy, and the interactive nature could be impacted. Therefore, we are working with interested organisations whether

their contribution could be realised through one of the other subgroups.

2.12 Exploitation Hub

- 2.13 On June 16th 2022, launched the new multi-agency exploitation hub. The hub now consists of several specialist practitioners from a variety of partner agencies that have enhanced and built upon existing practices across the district that are working together to reduce and mitigate the risk of children and young adults being involved in or being subject to exploitation.
- 2.14 The Hub also tackles online exploitation of children as well as more conventional examples of sexual harm. The hub offers additional support to children, families, wider communities, and partnerships both directly and virtually to help them reduce the risk of impending sexual harm and support recovery through trauma informed practices.
- 2.15 The hub has representation from adult social care. This has been a significant and positive move that will capture those at risk from exploitation who are transitioning from children to adulthood.
- 2.16 Exploitation does not stop when a victim or potential victim turns 18. Young people need ongoing support and safeguarding as they reach the legal age of adulthood.
- 2.17 Nationally, regionally and locally, the transition into adulthood has been raised as a significant gap in safeguarding provision for several years. To support this work locally, an investment in a resource of an adult social care worker has been allocated to work with and work alongside the exploitation hub to focus primarily on the identified age range of 18-25-year-olds who fall outside the legislation for adult social care provision
- 2.18 Within the Exploitation Hub, a daily RAM (Risk Assessment Meeting) is held to consider the vulnerabilities and safety plans for children at risk of Exploitation. The meeting is attended by partners from Social Care, Police, Health and the Voluntary Sector. Action plans are agreed upon to manage and mitigate risk. When demand is high, there is an option to hold these meetings daily.
- 2.19 Any children or young person considered 'high risk and stuck' are discussed at our 6 Weekly MACE (Multi-agency Child Exploitation) panel. Strategic leads in Social Care and West Yorkshire Police jointly chair the MACE meeting. Senior managers from Health, Education and the voluntary sector are also present. Leaders can 'unblock' any resource issues and provide senior manager oversight so young people can access timely support. The meeting is split into two parts so that local issues, demographics and data are considered alongside specific cases

2.20 Non recent CSE – Operation Dalesway – West Yorkshire Police

2.21 What is the current demand?

- 2.22 There are currently 14 live complex non-recent CSE investigations underway in Bradford District under the policing operational name of Operation Dalesway. These are at various stages, from initial scoping to awaiting trial.

2.23 Since the last report, two investigations have been finalised, one re-opened, and five started. Initial scoping of the new investigations suggests that they will be smaller in scale than earlier ones, with fewer suspects involved.

2.24 Since the last report, eight offenders have been sentenced to 90 years in prison. There are currently 37 suspects charged and due to stand trial.

2.22 What is the anticipated future demand?

2.23 While it is hard to predict future demand, the West Yorkshire Police Force Management Statement forecasts that demand is levelling off. Although the number of open investigations has increased over the last period, the new investigations look to be of a smaller scale. A number of the open investigations are listed for trial or are already well advanced – most of the work in these investigations has been completed.

2.24 Police do not see a significant new wave of reports, but as the threat has evolved and changed over time, the emergence of new demand cannot be ruled out.

2.25 What is the current capacity/capability to meet demand?

2.26 The non-recent CSE team at Bradford has sufficient resources to meet the current demand. Most police officers and staff are trained and accredited to PIP (Professionalising the Investigation Process) 2 level. Some will attend a new 'Serious Sexual Abuse Investigators Development Programme'.

2.27 Following a review of safeguarding demand, capacity and capability across the force, policing resource has increased in safeguarding.

2.28 In the non-recent CSE investigation arena, there have been slight changes to the structure. There is now a Senior Investigating Officer (DCI rank, PIP3 major crime accredited) dedicated solely to non-recent CSE investigations in Bradford District. A PIP 4 accredited SIO provides strategic oversight of all non-recent CSE investigations across the force and reports to the Chief Officer Team.

2.29 The force has recently invested in dedicated police staff researchers and analysts to support non-recent CSE investigations.

2.30 What notable practice / good work is occurring?

2.31 The CPS and the non-recent CSE team have a close working relationship. Early in the investigation, there is consultation with the CPS. The significant cases may be dealt with by the newly formed CPS Organised Child Sexual Abuse Unit (OCSAU). Smaller cases are dealt with either by the regional Complex Case Unit (CCU) or RASSO (Rape And Serious Sexual Offences) unit.

2.32 In all cases, the CPS provides early investigative advice early in the investigation, which assists in focusing evidence gathering on those offences where a prosecution appears viable. The SIOs meet regularly with the management of the CPS teams to discuss progress with investigations.

- 2.33 A 'Gold' partnership group, consisting of strategic statutory partners from Police , the Local Authority and colleagues from Health, meets quarterly to oversee the partnership response. This includes verifying that sufficient support measures are in place for victims.
- 2.34 Officers in the team are committed to providing exemplary care and support to victims. This includes ensuring that "special" measures are offered to victims at Court.
- 2.35 Using an intermediary to assist a victim in giving evidence over a video link has been positive.

2.36 Education and safeguarding in schools

- 2.37 National research demonstrates how the continued engagement of exploited children in Education is crucial to promoting disruption, safety, and better outcomes.
- 2.38 The Education Safeguarding team placed a specialist Education Safeguarding Officer (ESO) into the Multi-Agency Exploitation Hub to strengthen relationships between Social Care and Education. The role of the ESO is to provide support and challenge to schools across Bradford when an exploited child is on the brink of exclusion. Exploitative traumas can manifest in many ways, including in the child's behaviour which can be challenging for agencies to support in isolation. By adopting a shared responsibility, professionals have ensured that exploited children continue to access learning alongside supportive interventions.
- 2.39 The Bradford district has 16 Safer School Police Officers. These officers are fully trained in recognising and identifying children and young people who may be a risk of exploitation and other contextual safeguarding issues.
- 2.40 To enhance the awareness of exploitation within the educational settings schools across the Bradford District have access to the award winning Ineqe Safer Schools APP. The APP is available to 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

2.41 Supporting victims

2.42 The Youth Service

The Youth Service remains committed to its work around exploitation in all forms. Exploitation is a key element of our safeguarding children processes, and all staff are trained in safeguarding and contextual considerations through initial inductions and onward training.

- 2.43 Our locality-based youth provisions, in open access and street-based work, consistently support young people's information, advice and guidance to raise

- awareness around exploitation. This agenda is to ensure young people gain critical thinking skills and that they can identify when people do not have their good interests at heart. The area-based teams are well placed to identify early those young people who are vulnerable to exploitation or who are being actively exploited. The teams work directly with the young people by linking with other agencies and ensuring that the right support is given to each young person so that actions can be taken to protect the young person and disrupt the perpetrators of their exploitation.
- 2.44 Youth work practitioners are committed to ensuring young people develop voluntary solid relationships with youth workers, empowering young people to support them to make safe choices and consider safety when out with friends, in public spaces or travelling around the district.
- 2.45 Our youth work teams in the areas are working 1-1 with many young people through our “Youth in Mind – Buddies” work. This work primarily focuses on young people with poor mental health. In mental distress, those who are anxious or isolated and through this work, we have supported several young people regarding their vulnerabilities to exploitation, particularly in some of our new communities where there are cultural differences. Working around what is acceptable and what constitutes a healthy relationship is a pivotal contributor to helping young people begin to see relationships of power imbalance and coercion and control.
- 2.46 The Youth Service is working with partners in key hotspot areas –this work continues to actively target and support young people to reduce their vulnerability to exploitation. This includes empowerment work to help increase reporting of hate crimes, verbal and physical abuse and has work that is targeted towards single genders and communities of interest to ensure the interventions are bespoke to meet the identified need.
- 2.47 The Youth Service has continued to develop work that supports criminally exploited young people. Breaking the Cycle work was identified by Ofsted in its recent visit as being effective as an intervention provider, something equally endorsed by the independent evaluations undertaken by Warwick University and the Violence Reduction Unit.
- 2.48 Breaking the Cycle, as a Youth Service project, has further developed work that identifies those young people who are vulnerable to exploitation and actively exploited. Youth Work practitioners who work on this piece of work are all highly skilled youth workers with specific trauma training to support their understanding of children and young people who have had adverse childhood experiences. Their delivery is undertaken against a resilience framework used to evidence the distance travelled by the young people.
- 2.49 The Service is committed to identifying victims as early as possible and, as such, has committed itself to work “upstream” of the core Breaking the Cycle work. This has seen youth work practitioners working in the BRI Accident and Emergency Department, working with young people who present at A&E due to an incident of violence, a sharp instrument injury or where medical or clinical staff are concerned that the story about the injury does not match the harm they are seeing. This work provides intervention opportunities that start in A&E but continue into treatment areas and inpatient wards. Also, it gives onward support to young people once they

are discharged from the hospital. This work is held in high esteem by the funder. It has proven to be very effective in getting alongside young people in a moment that is considered a reachable moment to better support and understand what is going on for a young person. The hospital-provided provision works seven days a week, 365 days a year. This has been very successful as a pilot project and has secured another year of funding to ensure this work can continue.

- 2.50 The Breaking the Cycle team also work four nights a week alongside police colleagues as part of a response to incidents of violence on the street. This deployable mobile resource directly responds to calls for Service from police and the out-of-hours emergency duty team for Children’s social care. They will also undertake follow-up visits to individuals involved in incidents of violence to reduce the likelihood of reprisals. In cases of child-to-parent violence, they have a role in helping to calm tensions and reduce placement breakdowns. The team will undertake initial interventions and provides onward support and work to address any identified issues.
- 2.51 We have youth work practitioners working within the refugee communities, providing targeted interventions and activities for young people who are new to the UK and are part of the Home Office resettlement programme. This work supports young people to understand better and spot signs of exploitation in all its forms and build their resilience.
- 2.52 The Youth Service continues to support the development of exploitation services across the district and plays a vital role in the ever-developing integrated exploitation hub. The Exploitation Hub is working hard to become a centre of excellence in respect of joined-up working across services and supporting victims, tackling exploitation locations and disrupting exploiters. This sees the Breaking the Cycle team working with health, education, social care, Barnardos and police colleagues daily to manage risk and flag young people identified as being at risk of / who are being actively exploited. This process ensures each young person has their risks appropriately managed and monitors responses to ensure interventions are effective. Where appropriate, the team will also make referrals to the National Referral Mechanism, a national framework for identifying and referring victims of modern slavery. A young person who receives conclusive or positive grounds conclusions will be flagged within national police databases ensuring they are recorded as exploitation victims. Where concerns around the exploitation risks escalating, or where young people are 18+, their flag status is discussed at the MACE meeting, a strategic meeting attended by Youth Service management that looks at more creative responses to support or disrupt exploitation for exploitation individuals.
- 2.52 Nationally the Service continues to work with the NSPCC, BBC Childline and Missing People UK in further developing the Service. “Is this ok?”. Initially developed and piloted in Bradford, the success of this free, confidential, anonymous chat service for young people 13-18 years is now being rolled out across more local authorities.

2.53 Barnados- Turnaround Project

Turnaround meets a need for specialist trauma-informed support to young people assessed by the Child Exploitation Team as being at moderate or significant risk of CSE. The young people referred have been affected by or are suspected to be affected by CSE and the trauma associated with this. Many have experienced multiple and complex trauma. The service offers:

- Specialist assessments completed in collaboration with the young person
- Plan of support identifying strengths and protective factors; how to build on these; and worries and vulnerabilities; and how to address these. If the risk is assessed as higher or lower than when referred, feedback to RAM/CSC/support network is provided
- Regular reviews of the support offered
- Support tailored to the needs of the individual
- Individual support is delivered using a trauma-informed approach, exploring topics such as coping strategies and grounding techniques, relationships; grooming; sexual health; consent; the law, and managing risk and safety strategies.
- Support to access sexual health services
- Specialist support through the criminal justice process. This can involve supporting young people to meet with the police to give police statements; and supporting them through court.
- Specialist consultation and support to other professionals supporting young people at risk of CSE
- Attendance at multi-agency meetings
- Information and intelligence sharing to disrupt child exploitation

2.54 Turnaround works in partnership with the CE Hub and attends the daily RAM meetings. The service continues to take a flexible approach led by young people's support needs; for example, direct contacts have been carried out in a range of settings, including; on doorsteps, in gardens, in houses, in community settings and at Listerhills.

2.55 In 2021/2022, Turnaround has seen an increase in referrals for young people from the Eastern European (17% overall referrals) and Roma communities (13% of overall referrals) where there are trafficking/modern-day slavery concerns. This has seen a reduction of White British referrals from over 50% in 2020/2021 to 40% in 2021/2022. Turnaround has also seen an increase in young people using Class A drugs, including crack cocaine and heroin. This includes an increase in intravenous drug use. The age range of referrals for young people at significant risk range from 17 years old to as young as nine years old.

2.56 Since June 2022, Turnaround has seen a significant increase in referrals, and consequently, this has left several young people waiting for support. The service has responded by increasing the caseload of practitioners and providing weekly contact with the young people awaiting support. Within the weekly contact, face-to-face visits are arranged with the young people to start building a relationship with the service and conducting an assessment to establish an accurate evaluation of their needs. Turnaround is developing a weekly group work support session for moderate-risk young people, which will be in partnership with health.

2.57 This year has seen the implementation of a weekly CSE Health Drop-In hosted at Listerhills (Barnardo's office). This is an opportunity for young people from

Turnaround and Trusted Relationships to engage with health professionals to meet their health and wellbeing needs. This new provision has already seen around 20 young people engaging since May 2022 who have previously refused to access sexual health services, resulting in receiving treatment and contraception. The Turnaround staff and health also integrate wellbeing activities to support young people's emotional and mental wellbeing.

- 2.58 On exit from the service, young people's risk status is consistently reduced by the Child Exploitation Multi-Agency Team as a result of young people's engagement with their dedicated Turnaround worker. This has been evidenced in **case studies 2, 3 and 4 (Appendix A)**

2.59 Trusted Relationships (TR):

The Trusted Relationships programme reduces young people's involvement in exploitation and abuse as victims and/ or perpetrators through:

- increasing the consistency and quality of support for children and young people at risk of becoming involved in exploitation and abuse;
 - improving trust between young people and adults who are there to support them;
 - developing protective factors that build resilience in children and young people (including support networks; positive role models; a sense of purpose; self-esteem; critical thinking skills).
- 2.60 Trusted Relationships has two distinct strands; one-to-one preventative and targeted group work in Bradford East (from April 2022, this was extended to all Bradford District).
- 2.61 The programme is an established (Home Office Funded from 2018) and successful early intervention service with specialists and experienced practitioners. It has continued to have a positive impact on reducing the risk of CE for young people by supporting them to:
- Provide intensive 1-1 support to ensure risk does not escalate
 - Support engagement in education, health and youth provisions
 - Targeted group work in schools across the district
 - Community activities during the school holidays
 - Opportunity to reconnect with Trusted Worker for advice/guidance when they feel vulnerable and need advice.
- 2.62 TR continues to provide stability and reassurance to young people at their most vulnerable periods, including providing intensive emotional support when young people are removed from their families. This programme's significant impact on young people within a year is highlighted with the overall reduction in risk through the services support was 75% (based on 103 young people). This has been evidenced in **case study 1**.
- 2.63 The funding for TR has not been extended, and as such, the service is due to come to an end on the 30th of September, 2022. Referrals into the service stopped from the CE Hub and allocations of a TR practitioner on the 30th of June 2022. All young

people open to the service are currently being supported with a positive ending.

2.64 Cyber Exploitation

Bradford District Polit and Cyber Team

- 2.65 Child sexual abuse and exploitation continue to be identified across the district. This is particularly true of online abuse wherever-more-sophisticated digital tools protect anonymity and where apps encourage children to engage in risky behaviour. This has been the subject of increased concern when the district was in increased lockdown due to Covid-19, where children isolated at home are at an even higher risk of being targeted by online groomers for abuse.
- 2.66 Law enforcement agencies, including the Police, are working with partners from the industry and voluntary sector partners, both in the UK and abroad, to raise awareness and support children and parents. TBP has published guidance for parents on the Safer Bradford website for advice about signs of this form of abuse.
- 2.67 Bradford Polit Team has successfully executed 120 warrants in the last year. They have also dealt with over 220 offenders in the Bradford District for various child sexual offences. The team acts on the relevant Partner Agency's intelligence to identify and locate offenders.
- 2.68 Bradford District Cyber Team, which has been in place since 2015, has significantly contributed to the educational sector and targeted establishments that have vital connections to early intervention, safeguarding and other vulnerabilities.

2.69 Missing children and the Philomena Protocol

- 2.70 All missing children will have a return home interview to explore the missing episode and future safety. Return home interviews for looked after children are currently completed by our commissioned service Voice ability. For children not looked after, the RHI's are conducted by our in-house Missing Officers, who are attached to the Exploitation Hub. We have decided to include the missing team within the Hub, given the link between children experiencing exploitation and repeat missing episodes. Bradford has adopted the Philomena Protocol specifically to support, understand and respond to children in residential care reported missing. The protocol has allowed closer working relationships between West Yorkshire Police and our care providers.
- 2.71 The number of children in care missing from residential placements has reduced significantly since the launch of the Philomena protocol. 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. The plan is agreed upon with the Social Worker, Residential provider and West Yorkshire Police upon a child's initial placement. It sets out the child's networks, frequent locations, key contacts and a photograph. In addition, several reasonable actions agreed that the placement must carry out before the child is reported as missing. Below is an extract from one of our young people regarding their experiences with the protocol:

"Knowing that the staff will look for me if I don't come home now makes me feel wanted and loved. This is the first time I have ever felt this way whilst in a care home."

- 2.72 The principles adopted in the protocol expect care providers to exercise normal parenting responsibilities and undertake reasonable actions to establish the child's whereabouts. For example, a child late home from a party should not be regarded as missing until the carer has undertaken enquiries to locate the child. Our data regarding the number of children missing from care tells us that the protocol has a positive impact. In addition, we can see resources being deployed for missing children at the right time, ensuring interventions are efficient and effective.

2.73 Adult Exploitation Awareness

The Bradford Safeguarding Adults Board Adult Exploitation Awareness Conference was held on 23 November 2022. The conference attracted over 100 delegates and was oversubscribed. The conference had several local and regional speakers who provided professionals with opportunities to challenge, learn and showcase the work across the district and included service user voice experiences. This conference was led by BSAB and had service user voice experiences.

- 2.74 This conference was designed and developed by Darren Minton with the support of BSAB and the Business Unit. The feedback and evaluation have been highly positive and was a great success. It attracted positive social media feedback. As a consequence, the conference identified a number of other opportunities of awareness raising and preventative activity through additional training of council officers such as street wardens etc.

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 Concerning the protection of children and vulnerable adults, the report engages

many 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.

- 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.

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

- 7.31 The 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 evidence that CE victims are 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.

- 7.32 The Community Safety Partnership (CSP) currently oversees the commissioning of funding from the passporting of funding from the West Yorkshire Deputy Mayor for Police and Crime against critical priorities, including CSE and broader exploitation themes.

7.4 HUMAN RIGHTS ACT

- 7.41 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

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

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

None

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

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 concerning safeguarding and corporate parenting responsibilities, partners must understand the safeguarding risks facing children, especially in relation to Child Exploitation.

7.82 The current cost of living crisis creating further poverty can a factor in children and vulnerable adults being at risk due to the stresses it creates in families and the limitations it places in choice , thereby making individuals more vulnerable to exploitation.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.91 Sexual and Criminal Exploitation work requires partners to manage confidential matters and data under GDPR regulations per individual agency guidelines. There is no sensitive data included in this report that needs a Privacy Impact Assessment.

8. NOT FOR PUBLICATION DOCUMENTS

Nil

9. OPTIONS

None

10. RECOMMENDATIONS

10.1 That the report be noted.

10.2 That the Executive commit to working closely with partners to continue to raise awareness of exploitation of both adult and children.

11. APPENDICES

APPENDIX A – Case studies (Barnados)

- **Case Study 1**
- **Case Study 2**
- **Case Study 3**
- **Case Study 4**

APPENDIX B – Local Data

APPENDIX C – West Yorkshire Police data

12. BACKGROUND DOCUMENTS

Nil

Case Study 1

B was referred to Trusted Relationships for 1:1 after concerns were highlighted by residential staff relating to B

- 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

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.

Professionals around B were contacted and were able to gain contact with B through their support. Initial activity and information packs were sent out but was apparent that B struggled to communicate and engage via phone calls, so face-to-face sessions were organised at B's educational provision.

Challenges were had around engagement and trust of professionals however after continued relationship building B engaged in support and covered key themes.

From the support, B was able to be 'settled and engaged'. Peer relationships had begun to be formed and B's confidence and self-esteem improved.

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'.

Case Study 2

Barnardo's Case study – Child S

Risk flag at referral – significant.

Risk flag as closure – emerging

S's referrer was around CSE and CCE. Key issues were around CSE, missing and breakdown of family relationships as well as education concerns.

S was cautious of professionals and Turnaround Worker (TW) spent time to build a positive relationship with her. Session was completed with focusses around key themes of healthy relationships, trust, managing risk, safety strategies, and self-esteem. Support was tailored to meet her learning needs.

Emotional support, advice and guidance was also provided to mum who was supportive and engaged with the TW.

Support as highlighted above for S was effective with engagement with the health drop in, referral to Locala and Barnardo's WRAP service. S in addition benefitted from a change in education provision to a smaller setting.

Case Study 3

The community outreach sessions were inspired and delivered with the aim to engage two young people at significant risk, who had refused to work with "professionals"

Both young people prior to the outreach well-being sessions had refused a service from Turnaround. Through perseverance and trying different ways to engage, eventually the young people allowed us into their worlds, their trauma, and their daily well-being. One of the key tools within the outreach sessions has been to reach out to the young people and see them in their safe space and their community.

One of the girls who we will name 'L', refused to come down for the first 30 minutes, whilst 'A' engaged straight away, 'L' came down and took part in the initial visiting session and since, has not missed one session and has been consistent with her engagement, looking forward to her sessions

One of the key concerns that was initially passed on was the influence that 'L' held over the other young person "A" in placement'. By bringing the well-being group to them as a collective took pressure off both young people and allowed them to engage in a positive activity together. In a short period of time 'L' went from saying that she wouldn't text us back and engage over the phone to contacting us to ask us about the next session. We have received positive feedback from social workers, placement workers and professionals chairing their child protection reviews at how well both girls have responded and spoke about us, as Barnardo's workers.

'L' is also reflecting about her journey in care, we have given her the space to explore this in an in depth way through an experienced trauma informed way of working: by tapping into the five senses of the human body, creative writing and reflecting, looking at photo's from childhood and allowing her to express her story through show and tell, giving the young people the opportunities to engage in activities that they otherwise would not have done.

The work has been groundbreaking, both young people have gone from not being able to express and recognise their potential, to consistently showing up, engaging outside of their sessions, and allowing us as Barnardo's workers into their world.

Case Study 4

Y referred September 2021.

Risk flag at referral – significant.

Y had previously worked with the service and was re-referred following a significant change in circumstances leading to new concerns around CSE and missing.

Y had previously lived with extended family (uncle) on a Special Guardianship Order. She has experienced a lot of trauma and loss throughout her life. Y was placed in a semi-independent accommodation. After a couple of months in the placement she reconnected with her mum, who is a known drug user. This led to Y spending much of her time with other adult drug users and street drinkers and she started to go missing.

Prior to being re-referred Y was seen by her Turnaround Worker (TW) with much older adult drug users and street drinkers and TW shared intelligence with partner agencies around this.

Y began to associate with an adult male known to pose a risk in terms of CSE and domestic abuse. He is also a drug user. There were concerns that Y's mum was exploiting her or facilitating exploitation.

Y welcomed the re-referral saying, *"I'm so happy to have you back on my team"*.

Y has engaged consistently since she was referred and has received consistent intensive emotional support, using a trauma informed and strength-based approach. Y has said

that it means a lot having a worker who had known her a long time and that *“just meeting and being able to talk to someone I trust (TW) is help”*

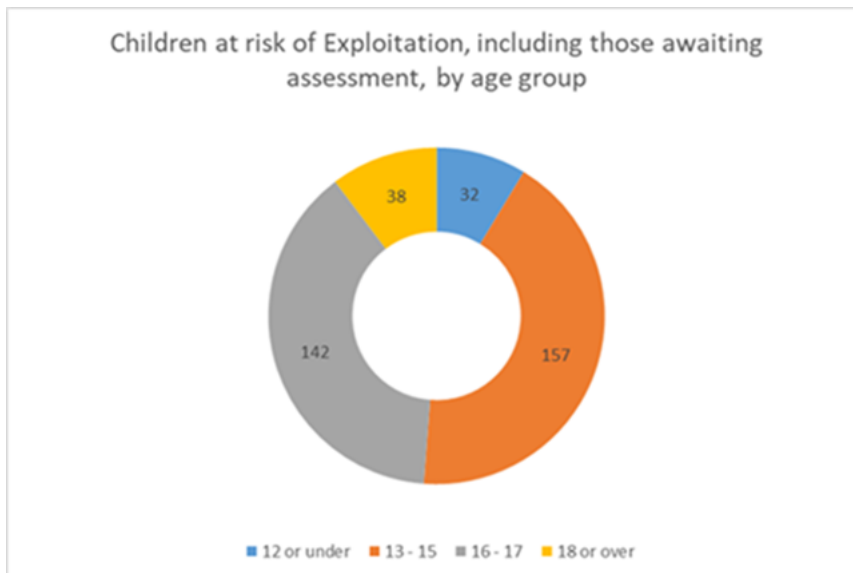
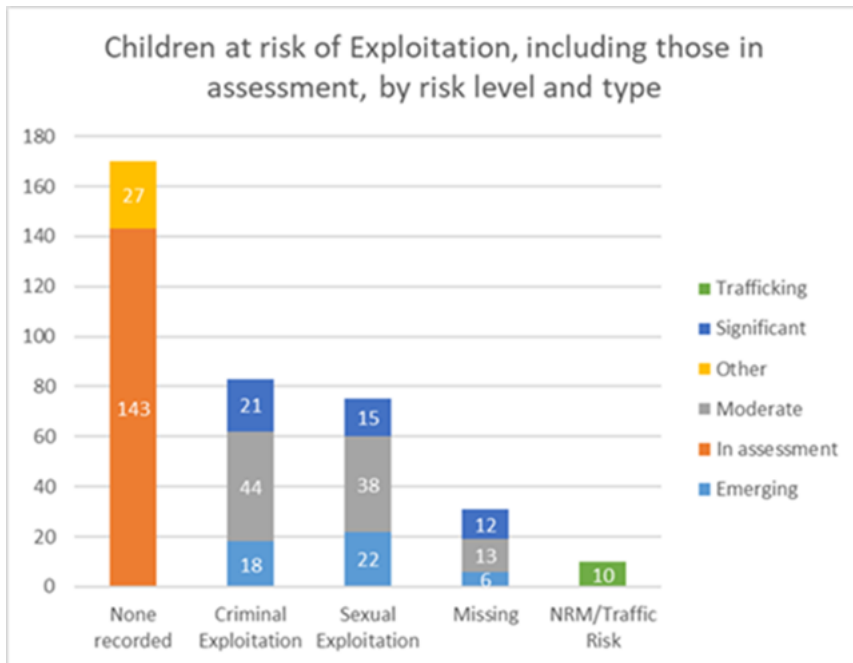
TW has supported Y to access sexual health support and to have a Clair’s Law disclosure in partnership with the police.

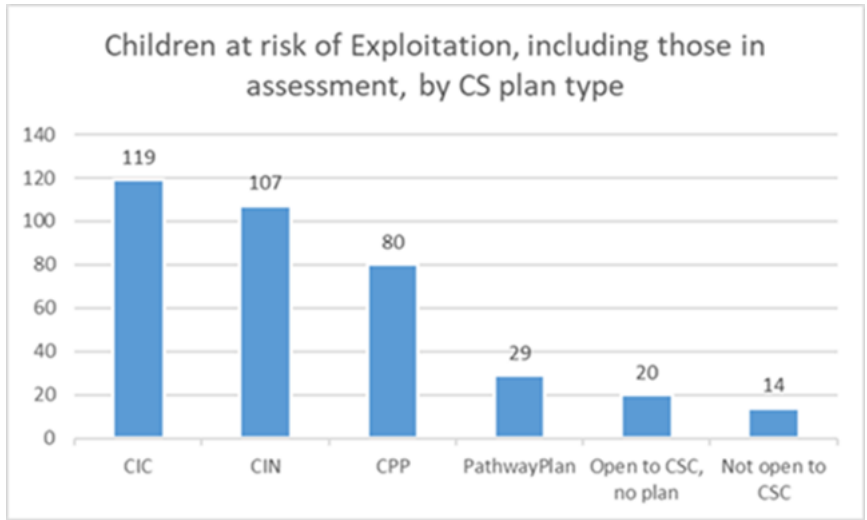
Concerns for Y have now reduced and with the support of the Police and Turnaround Y gave a statement and the CSE perpetrator was arrested and charged. He is now awaiting a court hearing date. Y has agreed to attend court and give her evidence in person with protective special measures in place.

Y is now in her second year of college received an achievement award for her attitude towards learning, skills and abilities at the end of her first year. She is also an active member of the Barnardo’s Voice and Influence team; she has met with senior leaders and co-produced podcasts to raise awareness and have young people’s voices heard on various issues.

*Please note these figures are only valid at the time of writing and will be subject to change on a daily basis.

There are currently 312 children, that are at risk. Some of these children may have more than 1 type of risk and as such the numbers in the charts below may not add up to 312.







Report of the Strategic Director Health & Wellbeing to the meeting of Executive to be held on 3 January 2023

AN

Subject:

West Yorkshire Integrated Care Partnership – Member Appointment

Summary statement:

To establish a statutory West Yorkshire Integrated Care Partnership and appoint an elected member to it.

To agree to enter into the Bradford District Health and Care Partnership Agreement relating to collaborative working in respect of health and social care.

EQUALITY & DIVERSITY:

The Partnership Agreement embeds an approach based on work with local communities, empowering people and a commitment to openness, transparency and involvement, to address health inequalities in keeping with the objectives set out statute.

Regard has been had to the public sector equality duty and an impact assessment is not required.

Iain MacBeath
Strategic Director, Health & Wellbeing

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Portfolio: Healthy People and Places

Overview & Scrutiny Area: Health and Social Care

1. SUMMARY

Each council in West Yorkshire has been formally asked to collaborate with the NHS through the new Integrated Care Partnership arrangements. Executive are requested to approve establishing a statutory West Yorkshire Integrated Care Partnership, appoint a member to it, and to agree to enter into the Bradford District Health and Care Partnership Agreement relating to collaborative working in respect of health and social care.

2. BACKGROUND

The Health and Care Act 2022 introduced arrangements to strengthen partnerships between the NHS and local authorities, and with local partners including groups representing the public and patient perspective, the voluntary sector and wider public service provision. The principal features of the arrangements for Bradford District are:

- a single statutory **West Yorkshire Integrated Care Board (WY ICB)**, which has replaced Clinical Commissioning Groups. The WY ICB has statutory responsibility for making decisions about investing and allocating NHS resources within its area: and
- a **West Yorkshire Integrated Care Partnership (WY ICP)**, which is now required to be established as a statutory joint committee of the WY ICB and the five West Yorkshire Councils.

The WY ICP will be a forum for NHS leaders and local authorities to come together with a range of stakeholders to agree shared objectives and work on joint challenges. It will replace and build on the work of the West Yorkshire and Harrogate Health and Care Partnership which was formed in 2016 as one of 44 non-statutory Sustainability and Transformation Partnerships (STPs).

The main statutory function of an integrated care partnership is to prepare and publish an integrated care strategy. The West Yorkshire Integrated Care Strategy which is required by the new s116ZA of the Local Public Involvement in Health Act 2007 (inserted by s26 Health and Care Act 2022) will set out how the needs of the population will be met by either the WY ICB, NHS England or the local authorities. The Strategy must address how NHS bodies and local authorities could work together to meet these needs. When carrying out functions, the Council and the WY ICB must have regard to the Strategy (as well as to the Joint Strategic Needs Assessment and Joint Local Health and Wellbeing Strategy prepared by the Health and Wellbeing Board).

In terms of **membership**, by law, the WY ICP must consist of:

- one member appointed by the WY ICB,
- one member appointed by each West Yorkshire Council, and
- other members appointed by the WY ICP itself.

The Joint Committee/ICP approves its own Terms of Reference and procedures including quorum under s116ZA(3) of the 2007 Act. Extensive discussions with partners have taken place about the proposed membership and operation of the WY ICP. Terms of reference have been finalised under membership it provides for each council to nominate two elected members. Prior to the implementation of the 2022 Health and Care Act, Cllrs Hinchcliffe and Ferriby were the nominees of CBMDC. Officers recommend continuing with that arrangement.

A **Partnership Agreement** has also been produced for the Bradford District Health and Care Partnership with input from a range of partners. The Partnership Agreement sets out how we will work together in the interests of the local population. This is to replace a Memorandum of Understanding previously agreed by partner organisations. The agreement applies to partnership working through the WDHCP and generally, in respect of health and social care. Formal approval by Bradford Council is now sought.

3. OTHER CONSIDERATIONS

No significant resource implications arise directly from establishing the WY ICP nor from agreeing to the Partnership Agreement. However, significant efficiencies should be achieved by facilitating and promoting collaborative working.

4. FINANCIAL & RESOURCE APPRAISAL

There are no financial issues arising from the recommended decisions in this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Establishing the WY ICP will reduce the risk of legal challenge, by discharging a key duty of the Council.

It is proposed that the Partnership Agreement will be kept under review in recognition of the formative stage of the new arrangements.

6. LEGAL APPRAISAL

The Council has a duty to establish an integrated care partnership as a joint committee with the other West Yorkshire Councils and the WY ICB.

The WY ICP is a statutory Joint Committee. At present the West Yorkshire Councils do not intend to delegate any local authority functions to it and any such proposals will require a further decision.

Political balance requirements do not apply to the Council's appointment to the joint committee.

By law, the WY ICP must determine its own procedures, including quorum. The Partnership Agreement is a non-legally binding collaboration agreement which demonstrates support for the new arrangements.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

No sustainability implications arise from the recommended decisions.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

No greenhouse gas emissions implications arise from the recommended decisions

7.3 COMMUNITY SAFETY IMPLICATIONS

No community safety implications arise from the recommended decisions.

7.4 HUMAN RIGHTS ACT

Establishing the integrated care strategy embeds through differing organisations a collaborative approach based on work with local communities, empowering people and a commitment to involvement, to address health inequalities in keeping with the Human Rights Act 1998.

7.5 TRADE UNION

No Trade union implications arise from the recommended decisions in this report.

7.6 WARD IMPLICATIONS

Bradford metropolitan area.

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

Not applicable

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The main statutory function of the integrated care partnership is to prepare and publish an integrated care strategy which should result in improved and greater collaborative health care for young people in the Bradford District.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Undertake a Privacy Impact Assessment to determine whether you need to deal with data protection and information security matters arising from the

proposal/decision.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

The following options are available:

Option 1: Establish the WY ICP and appoint to it; approve the Partnership Agreement – **preferred option.**

Establishing the WY ICP and agreeing the Partnership Agreement will facilitate the integration of health and social care arrangements.

Option 2: No action

Failing to take any action would be a breach of the Council's duty to establish an integrated care partnership and constitute a missed opportunity to promote closer collaboration with key partners.

10. RECOMMENDATIONS

Executive are recommended to:

1. Agree to establishing the West Yorkshire Integrated Care Partnership (WY ICP) as a joint committee, and for the WY ICB to act as Secretariat to the WY ICP.
2. Appoint the portfolio holder for The Healthy People and Places Portfolio Holder and the Leader of the Council as members of the West Yorkshire Integrated Care Partnership.
3. Agree to enter into the Health and Care Partnership Agreement on behalf of the Council.

11. APPENDICES

None.

12. BACKGROUND DOCUMENTS

None.

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