



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 15 September 2022 at 5.00 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	THE BRADFORD SOUTH INDEPENDENTS
Azam Nazir D Green Akhtar Arshad Hussain Mohammed	Nazam Loy	Stubbs	J Clarke

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	THE BRADFORD SOUTH INDEPENDENTS
Dearden Hussain Salam Wood Tait Lintern	Ahmed Clarke	Sunderland	Majkowski

Notes:

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From:

To:

Bryn Roberts, Interim City Solicitor
 Agenda Contact: Jane Lythgow / Yusuf Patel
 Phone: 01274 432270 / 434579
 E-Mail: jane.lythgow@bradford.gov.uk

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

- (1) *Members 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 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 and 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 if</u> 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.*

3. MINUTES

Recommended –

That the minutes of the meetings held on 30 June and 21 July 2022 be signed as a correct record (previously circulated).

(Jane Lythgow - 01274 432270)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel - 01274 434579)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

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

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. EXCLUSION OF THE PUBLIC

Members are asked to consider if **Not for Publication Appendix 1 to Document “I”** relating to the Anti-Poverty Strategy should be considered in

the absence of the public and, if so, to approve the following recommendation:

Recommended –

That the public be excluded from the meeting during consideration of Not for Publication Appendix 1 to Document “I” relating to the Anti-Poverty Strategy because information would be disclosed which is considered to be exempt information within paragraph 3 (Financial or Business Affairs) of Schedule 12A of the Local Government Act 1972 (as amended).

It is considered that, in all the circumstances, the public interest in maintaining this exemption outweighs the public interest in disclosing this information as it is in the overriding interest of proper administration that Members are made aware of the financial implications of any decision without prejudicing the financial position of the Council.

7. ANTI-POVERTY STRATEGY

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Previous reference Minute 23 (2021/22)

The report of the Strategic Director, Health and Wellbeing, (**Document “I”**) presents the new **DRAFT** District Anti-Poverty Strategy and accompanying action plan. The strategy has been developed by the District Anti-Poverty Coordination Group (DACG), a multi-partner group consisting of representatives from the Council, Department of Work and Pensions (DWP), health, Incommunities and the voluntary and community sector.

The renewed draft Anti-Poverty Strategy –

- Reviews the latest national and local picture;
- Outlines the vision, goals and work themes of the strategy
- Provides an overview of the work being undertaken across the district to support our poorest and most vulnerable communities through and beyond the cost of living crisis;
- Highlights some key issues for Corporate Overview & Scrutiny (CO&S) to have sight of and place in the context of the priorities of the District Anti-Poverty Coordination Group’s (DACG) next steps.

Members are asked to consider the report and it is suggested that an update be provided in twelve months’ time.

(Kevin Brain – 01274 432982 / 07790 893165)

8. BRADFORD COUNCIL WORKFORCE DEVELOPMENT STRATEGY 2015-2021

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Previous reference: Minute 36 (2021/22)

At the meeting of 1 December 2020 Executive approved a refreshed Workforce Development Strategic Plan for 2021 – 2024 for the Council. The workforce development plan was developed taking account of an internal evidence base. The evidence base included staff feedback from engagement sessions held during 2020, the Council Plan, updated equality objectives,

outputs from culture and inclusive employer surveys and reports, induction and learning management system evaluation, the workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.

This report of the Director of Human Resources, (**Document “J”**) presents the Council’s new workforce development strategic plan and details progress since the last report was received by the committee at the meeting of 14 October 2021.

Members are requested to note Document “J” any provide any feedback that they wish to do so to enable the Human Resources team to incorporate that feedback in its ongoing work.

It is suggested that a progress report on Council Workforce Development be presented in 12 months.

(Catherine Warrrener – 07816 358929)

9. COUNCILLOR CALL FOR ACTION - ENQUIRY INTO ANTI-SOCIAL BEHAVIOUR ACROSS THE DISTRICT 59 - 66

Members will recall that at the meeting on Thursday 30 June 2022 a Call for Action request, from Councillor Brendan Stubbs, into Anti-Social Behaviour the Bradford 2 and 10 areas was considered.

Members expressed concern that Anti-Social behaviour was actually an issue for the whole of the District. Subsequently it was decided to undertake an enquiry into anti-social behaviour across the whole of the District.

The report of the Chair of the Corporate Overview and Scrutiny Committee (**Document “K”**) presents the DRAFT Terms of Reference for the Call for Action, in relation to Anti-Social Behaviour across the District.

Recommended –

That the DRAFT Terms of Reference for the Call for Action into Anti-Social Behaviour across the District, appended to Document “K” be adopted.

(Mustansir Butt – 01274 432574)

10. OVERVIEW AND SCRUTINY ANNUAL REPORT 2021-22 67 - 80

Members are reminded that the Constitution of the Council requires the Corporate Overview and Scrutiny Committee to produce an annual report to Council on the activities of the Overview and Scrutiny Committees.

The report of the Chair of Corporate Overview and Scrutiny Committee, (**Document “L”**) presents the draft annual report for 2021-2022 to be considered for adoption.

Recommended –

- 1. That the proposed Annual Report, appended to Document “L”, be adopted with any amendments Members may choose to make.**

2. That the Annual Overview and Scrutiny Report for 2021-22 be referred to Council for consideration.

(Mustansir Butt – 01274 432574)

11. **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2022/23** 81 - 94

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “M”**) which includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23.

The Committee is asked to consider which items it wishes to include in the work programme.

Recommended –

1. That Members consider and comment on the areas of work to be carried forward into the municipal year 2022/23.
2. That Members consider any detailed scrutiny reviews that they may wish to conduct.

(Mustansir Butt - 01274 432574)



Report of the Strategic Director, Health and Wellbeing, to the meeting of Corporate Overview and Scrutiny Committee to be held on 15th September 2022

I

Subject: Anti-Poverty Strategy

Summary statement:

This report presents the new draft District Anti-Poverty Strategy and accompanying action plan. The strategy has been developed by the District Anti-Poverty Coordination Group (DACG), a multi-partner group consisting of representatives from the Council, Department of Work and Pensions (DWP), health, Incommunities and the voluntary and community sector.

The cost of living crisis is impacting families, communities and organisations and creating a new poverty landscape. The new strategy aims to address this. It set out an ambitious vision, based on achieving four core goals: protection, prevention, pathways and participation. The accompanying action plan is based around seven work themes, each with accompanying programmes, actions and outcomes. To support the strategy, governance processes have been refreshed and the DACG has been newly constituted, ensuring partnership working bodies oversee and deliver anti-poverty work. A joined up, whole systems approach is being developed across the district.

Our strategy aims to protect our most vulnerable and poorest communities through the cost of living crisis and, in the longer term, provide people with pathways out of poverty and help prevent people falling into poverty.

Equality impact

Anti-poverty work is a key component of realising the Council's equality objectives, combating disadvantage and increasing the life chances of protected groups. Low income is a locally agreed protected characteristic.

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Portfolio: Healthy People & Places
Overview & Scrutiny Area: Corporate

1.0 SUMMARY

This report presents the renewed draft Anti-Poverty Strategy. It:

- Reviews the latest national and local picture;
- Outlines the vision, goals and work themes of the strategy
- Provides an overview of the work being undertaken across the district to support our poorest and most vulnerable communities through and beyond the cost of living crisis;
- Highlights some key issues for Corporate Overview & Scrutiny (CO&S) to have sight of and place in the context of the priorities of the District Anti-Poverty Coordination Group's (DACG) next steps.

2.0 CONTEXT

2.1 NATIONAL PICTURE

The UK is currently in the midst of a cost of living crisis. The crisis is driven both by higher prices, especially energy, fuel and food, and a real terms fall in incomes. A full outline of the cost of living crisis is attached in Appendix 2. In summary:

- Inflation hit a new record 40-year high of 10.1% this August and the Bank of England expects it to rise to 13% or more by the end of the year.
- Employment rates are historically high but this is accompanied by low productivity, a rise in labour market inactivity rates, real terms wage decline and the second largest fall in living standards on record. It was only the additional support provided by the Chancellor in the May statement that stopped the fall being the largest on record. In short, households are getting poorer
- The latest energy price cap, announced on the 26 August, means that from October a typical household energy bill will be £3,549. This is an 80% rise on the April figure. This bill is expected to rise even higher. By January 2023, a typical bill could be £4,500 to £5000 with further rises expected by April. The result is that the cost of energy for the typical household this financial year (2022-23) will be £3,478, up from £1,472 last year. For those on pre-payment metres, the Resolution Foundation estimate that by January, a typical user will need to find £613 that month alone to pay the bill. Roughly a third of the poorest fifth of the population are on pre-payment meters. If no additional support is provided and costs rise in line with predictions, 50-80% of households could technically be fuel poor by early next year. That is to say, they would be spending more than 10% of disposable income after housing costs on energy.
- While the rise in energy prices dominates headlines, the cost of food, clothing and fuel is rising along with rents and mortgage interest rates. This is particularly hard hitting on the poorest families
- A recent JRF survey of low-income households (bottom 40%) shows the rising cost of essentials means a huge increase in families going without. It found 5.2 million households (45%) either cutting down on or skipping meals, or going hungry in the previous month, and 3.2 million (27%) unable to adequately heat their home since

the start of 2022. Rather than having to choose between heating or eating, 2.3 million households (21%) had gone without both.

- At the same time as prices are rising, incomes and living standards are falling, adding to and accelerating a longer term trend of stagnating living standards. Data from ONS, Resolution Foundation and Joseph Rowntree Foundation shows:
 - Currently, wage increases are half that of the inflation rate meaning real terms cuts and a further fall in living standards, continuing a long term trend. This is especially marked for the poorest in our society.
 - The typical incomes of the poorest fifth of the population were no higher on the eve of the pandemic than they were back in 2004-05.
 - Between 2002/03 and 2019/20 the number of people in very deep poverty (below 40% of median income after housing costs) increased by 1.8 million, from 4.7 million to 6.5 million people.
 - Unemployment benefit in 2022-23 will be at its lowest level in real-terms since 1990-91 and is only slightly above an estimated destitution income level of £70 per week. As a proportion of average earnings, it now stands below 14 per cent, half the level it was in the 1970s.
- Recent analysis by the Local Government Association shows that inflation, energy costs and projected increases to the National Living Wage (NLW) will add £2.4 billion in extra cost pressures onto council budgets this year, rising to £3.6 billion in 2024/25. Inflationary costs far outstrip government funding and council tax increases. This poses a serious challenge to the capacity of local authorities and public services.
- Given current political events, the future direction of national policy remains uncertain at best. It is not clear what will happen with programmes such as “Levelling Up” and funding for public services. This in the context of an economy which is heading toward recession.

2.2 NATIONAL POLICY RESPONSE

The Government has introduced three support packages this year. The most recent and significant was in May, when a further £15 billion support package was introduced by the Government, taking the total support provided this year to £37 billion. Key measures introduced in May:

- **All/majority of households:** Energy Bills Support Scheme of £400 off bills; national insurance threshold rise to £12,570 on 6 July 2022; £150 rebate for houses in council tax band A-D.
- **Vulnerable people/households:** £650 one-off Cost of Living Payment for those on means tested benefits; one-off £300 Pensioner Cost of Living Payment; £150 Disability Cost of Living Payment;
- **Pensioner households:** The Triple Lock will continue to apply to state pension
- **Benefit claimant households:** benefits will be uprated in April based on September's inflation rate
- **Household Support Fund** extended until March 2023 with a further £500m provided nationally.

Whilst the May package benefitted the poorest groups most, addressing some weaknesses in the February and March support measures, it is worth noting

- Other tax and benefit changes, such as the freezing of the personal income tax rate, reduce the impact of this package.
- The continuing rise in inflation, particularly in the costs of energy, food and fuel, reduce the real terms value of the support. For example, the support with fuel costs has now been eaten away by the latest price cap rise.
- The support programmes are not directly tied to need. The poorest groups and places face higher inflation costs and spend larger parts of their income on essentials such as energy. This means they have greater need and require more support. This is of particular relevance to Bradford
- The New Economics Foundation estimates that for the poorest quarter of households, by April 2023, the cost of living will have increased over 90% faster than incomes, meaning they'd need 1.5 times more support than all the one-off government cost-of-living measures combined.

2.3 DISTRICT PICTURE

Bradford is particularly vulnerable to the cost of living crisis. Even before the pandemic hit, Bradford was one of the most deprived districts in the country. The impact of the pandemic and the cost of living crisis has deepened poverty and inequality. Further, the end of support measures introduced in the pandemic, particularly the end of the £20 per week universal credit uplift, meant that many of our poorest families experienced an income reduction of £1,040 per year in 2022 compared to 2021. Around 64,000 people were eligible for the uplift when it was introduced. A full poverty profile was presented in the September 2021 report to CO&S and an updated profile is presented in the attached strategy. A full cost of living briefing is also attached in Appendix 2.

The most recently available evidence confirms that poverty is becoming more entrenched and our citizens are being particularly hard hit by the crisis.

- Recently research by Loughborough University and the End Child Poverty Coalition shows that nationally child poverty fell by four percent in the first year of the pandemic –largely due to the £20 uplift in Universal credit, which has now ended. However, it rose in Bradford by two percent. Two in five of our children now grow up in families in relative poverty.
- Recent Centre for Cities research showed that Bradford faced an inflation rate of 11.4% in June 2022 - 2.3% higher than the then national rate of 9.1% -
- The poorest fifth of people spend on average 26% of their income after housing costs on gas and electricity. For some this rises toward 70%. In Bradford, 70% of homes are energy inefficient, the 3rd highest rate of UK cities. Households in these kind of homes were likely to spend between £85-£115 more than the government energy support measures provide and this before the most recent energy price rise.
- Analysis by Friends of the Earth (August 2022) shows that over half (52%) of Bradford's neighbourhoods are energy crisis hotspots – *areas at greatest risk of serious financial hardship as a result of rising energy costs*. The total number of hotspots (162) is the second highest local authority number in the country. Around 60,000 households in these areas lack basic insulation measures: 29,150 households need cavity wall insulation and 31,770 need loft insulation. Energy bills for these households will be £1,000 higher in October 2022 than in October 2021.

- According to a June 2022 Resolution Foundation report, over the past twenty years, older industrial cities like Bradford have fallen further behind the national average for income per person. In Bradford in 1997, the average income per person was 13 per cent below the national average. Fast forward to 2019 and average incomes stood at 26 per cent below the national average. This helps explain why places like Bradford are far more vulnerable to the cost of living crisis.
- On the ground, our VCS partners have reported the following
 - Rising debt problems
 - Demand at foodbanks rising
 - Demand for fuel top ups increasing
 - Reports of increases in food poisoning as people stop using fridges and turn off ovens
 - New service users presenting as more of the “in work poor” turn to food banks
 - Rents are rising and increasing numbers struggling to afford this

Our families are experiencing real hardship. Appendix 3 provides some illustrative quotes from families with whom we have conducted small focus groups.

3.0 BRADFORD DISTRICT’S ANTI-POVERTY STRATEGY

Over the past six months, the anti-poverty strategy has been rewritten and a new action plan developed to reflect the changing landscape brought about by the pandemic and the cost of living crisis.

The September 2021 report to this committee identified that our old strategy, which predated the pandemic, had been overtaken by its impact. Across the district, agencies had shifted focus to dealing with the impact of the pandemic. The impact of the pandemic and now the cost of living crisis, and the accompanying policy responses, necessitated a renewed and refocussed anti-poverty strategy.

3.1 THE NEW STRATEGY

The strategy sets the following vision:

By working together, we want to make sure that Bradford District is a place where everyone, regardless of background, can realise their potential and lead fulfilling and prosperous lives free from the scarring effects of poverty and inequality

To realise this vision, the strategy joins up all district wide work under four goals:

- **Prevention:** through early intervention and support which helps to build the resources, skills and capacity our people and communities need to avoid falling into poverty
- **Protection:** from the harms of poverty through maximising income, minimising expenditure and providing access to goods, services and opportunities that ensure our poorest citizens can live a decent and secure life
- **Pathways:** to help people out of poverty through providing clear pathways that develop the skills, capacities, jobs and opportunities through which people can prosper. For example, ensuring digital inclusion, developing the skills necessary to progress in the workplace and providing decent, well paid jobs

- **Participation:** to ensure our poorest citizens can take part in the full social, political, economic and cultural lives of their communities. This means expanding the public realm – providing goods, services and facilities that ensure all our citizens can participate in their communities. For example, a public park with good play facilities and holiday activity programmes may open the community to all, regardless of income.

To work toward these goals, there are seven work themes. The themes are designed to allow read across with the District Plan and key district wide strategies. The themes are:

- Financial inclusion
- A great start and a great education
- Better skills, good jobs and a growing economy
- Better health, better lives
- Better housing and inclusive and sustainable communities
- Supporting vulnerable groups
- Participation and voice

The work themes bring together a range of strategies, policies and programmes. The aim is to ensure that poverty is addressed through ALL of the council's strategies and plans, reflecting our adoption of the socio-economic duty in our equalities strategy.

Attached to the work themes is a detailed action plan. Below, we pick out some of the programmes that are currently running or in development. First, we pick out those which focus on the goal of protection and our immediate work on the cost of living crisis. Second, we pick out some of the programmes which have longer term goals of prevention, providing pathways out of poverty and ensuring all our citizens can participate in the full social, political, economic and cultural life of their communities.

3.2 WHAT WE ARE DOING

3.2.1 Protection.

Priorities: Food and Fuel Poverty, Maximising Income, Minimising Costs, Protecting Vulnerable Groups:

Delivering the Household Support Fund (HSF).

This is a nationally funded programme that is locally designed and delivered. Introduced in October 2021, initially for six months, it has since been extended twice and will now run until March 2023. In total, almost £17m worth of support will have been delivered from October 2021 to March 2023.

We are currently delivering the April to September phase of the Fund and preparing for the October 2022 to March 2023 phase. Some of the funding spend was mandated and focussed on pensioners and low-income families. For discretionary spend, members decided that 'poverty was poverty' and prioritised cash payments to the lowest income households.

HSF current projects:

- **Voluntary and Community Sector Funding (£972k).** Focused on food provision, around a 100 voluntary and community organisations have been mobilised across the district. They have been tasked with working with vulnerable/disadvantaged families in need of food and are providing healthy food hampers both for collection and by direct delivery.
- **Helping Free School Meal families over summer break (£1,560k).** £1.5m provided to schools to support their free school meal families during the summer break from mid-July to the end of August 2022. All schools received an amount proportionate to the number of pupils on roll, FSM, pupil premium and deprivation levels within their communities. Schools could decide how they delivered support, for example, through the supply of supermarket food vouchers; food hampers etc.
- **Additional support for our foodbanks (£200k).** Funding provided to Storehouse to ensure foodbanks are able to support our most vulnerable residents. There is a specific focus on supporting the faith sectors and underrepresented groups such as BAME, LGBT, refugee and asylum seekers, CEE and Roma communities.
- **Essential cooking equipment (£12.5k).** Bradford Council already has an essential household goods scheme - the Assisted Purchase Scheme. This scheme helps low income households buy (usually) second hand white goods. Funding from the scheme is used to purchase the goods with recipients paying back the costs over a period of time, interest free.
- **Support for Family Carers (£50k).** Carers are often overlooked when it comes to their need for support, but often face a greater challenge than many. Their caring responsibilities can prevent them working or, in some cases, accessing benefits. In addition, depending on the nature of their caring, they may spend more time in the home than average, and thus incur higher fuel bills.
- **Help with Fuel Costs (£2,900k).** Supports our low income households with the cost of energy. To ensure we support as many people as we can, this scheme will make a payment of £50 to all our low income working age households to support them with the increase in energy costs. Our low income pensioner households will receive a payment of £100 (DWP guidance is to allocate 33% of the funding towards pensioners). It is also fair to say that older people may have increased fuel costs due to them spending more time at home.

Examples of Support Achieved Over the Past Year

- Support to 43,500 low income families with energy costs
- Provision of summer holiday support for up to 27,000 free school meals pupils and families. From Sept 2021 to July 2022, meals were also provided in half term holidays.
- Foodbanks supported to provide emergency food hampers over Christmas and half term holidays to the most vulnerable families.

Welfare Assistance and Advice

A £2m funding package has been provided to recommission welfare advice services across the district and reconfigure how such advice and guidance is provided. Public Health commissioners are funding a comprehensive information, welfare advice and guidance service. This includes a number of pilots across the district which utilise digital technology to allow faster access. An option to agree a three-month extension to the current contract has been agreed in order to build new innovations into future provision. The committee receives dedicated reports on the commissioning process.

Examples of Support Achieved Over the Past Year

- Over 11,000 people with 33,000 enquires
- Services are currently being recommissioned to provide continuing support and meet demand over the next couple of years (reported to CO&S on 30th June 2022)

Holiday Activities and Food (HAF) Programme.

A nationally funded programme, running until the end of 2023, that is locally organised and delivered. The programme offers a wide range of activities and a free meal over school holidays. It includes running holiday clubs and sports and leisure park sessions. Thousands of our poorest children and families participate in this scheme.

Examples of Support Achieved Over the Past Year

- In 2021, 109 lead providers provided summer holiday clubs with over 35,000 children attending.
- HAF sports and leisure sessions across the district were attended by 14 052 children, of which 8000 eligible for FSM

Cost of Living Public Information Campaign

The Council has updated and enhanced information, guidance and advice available via its website to support our residents through the cost of living crisis. With partners, we have developed a cost of living survival guide, building on best practice developed during the pandemic. We are also working closely with partners to develop a shared district wide approach to the information, advice and guidance we give out to ensure access to support is made as easy and straightforward as possible and that all information is in real time.

We have included a Council Tax button from the front page of the website and wrote to all households eligible for fuel support in early July.

<https://www.bradford.gov.uk/benefits/general-benefits-information/help-with-cost-of-living/>

Examples of Support Achieved Over the Past Year

- Cost of Living Guide available to everyone in the district
- Over 10,000 booklets distributed, providing signposting and welfare guidance advice

Financial Inclusion

In addition to the measures contained in the Household Support Fund, we are also supporting a range of projects aimed at maximising people's incomes and reducing the costs they face. In the longer term, we aim to bring all projects together into one, coherent and complimentary district wide financial inclusion strategy. Key projects:

- ***Bradford Credit Union:*** continues to develop its membership – now at 9,000. Of these, 2,500 members would face total financial inclusion without the support of the credit union. The credit union, supported by the Council and working with a range of partners, has developed and continues to develop a range of innovative schemes.
 - For the academic year 2021-2022 a Uniform Savers project supporting 285 families has been running. This has been nationally acclaimed. Options for extending this project are currently being considered with public health.
 - A support programme for council staff is running over the summer months which includes a summer loan sale, £25 credit for the first 50 new council members to join and a pensions and money webinar.
 - Assisted Purchases Scheme £50,000 provided per year to support people with purchase of essential white goods and furnishing. Additional £100, 000 added over this year from HSF funding.
- ***Poverty Proofing the School Day:*** this project is currently running with 18 schools and is developing ways of reducing the costs of schooling for our poorest communities.
- ***Warm Homes/Health People:*** this programme combines national and local funding and has been extended for 2022-2025.
- ***Support for social supermarkets and foodbanks:*** we work closely with our VCS partners to support the provision of foodbanks across the district and develop innovative schemes such as Foodsavers. Foodbank use is rising and over the first half of this year support for families increased from approximately 400 food parcels given out per day to 800. The food parcels vary in size, providing food to individuals and families which can last from a day through to a week.

Examples of Support Achieved Over the Past Year

- 9000 member of the credit union, 2,500 of whom would be totally financially excluded with this support
- 800 people a year supported on Warm Homes, Healthy People programme
- Over the past year Foodbanks have been supporting up to 1,500 people per day. Demand will rise over the coming months
- 18 schools currently working on poverty proofing the school day
- 285 families supported through Uniform Savers
- 12,000 households supported with Council Tax Relief (April 2021 to April 2022)
- 1000 people provided with free essential white goods – cookers, fridges through Assisted Purchases Scheme

Period Poverty.

- Addressing period poverty is one of the actions in the strategy action plan. Funding is provided direct to schools for sanitary products to be provided in school settings. However, there is no requirement on schools to collect data. National research is undertaken on an ad hoc basis, but a detailed local picture would require a specifically designed study.

3.2.2 Prevention, Pathways and Participation

In addition to the immediate support we are providing, the strategy sets out longer term goals of preventing people falling into poverty, providing pathways out of poverty and ensuring that all our citizens, regardless of circumstances, can participate in the full social, political, economic and cultural life of their communities.

The strategy contains a wide range of programmes and plans. Key examples include:

- Developing a 0-5 Early Years Programme and an Early Childhood Services Outcomes Offer
- Implementing the Raising Attainment Strategy for Bradford schools. The 5 Year Strategy will look to raise attainment by investing in seven areas of focus for the duration of the strategy. Over the 5 years it is planned to invest a total of £26 million in a range of projects
- Investing £3.57 million in funding SkillsHouse.
- Working closely with our partner organisations such as the NHS, schools and the voluntary sector to develop mental health services for young people
- Implementing the Digital Inclusion Programme, supporting communities with access to devices, internet and digital skills to engage in the digital world. Working closely with the VCS; NHS, local and national organisations to reduce the digital divide across the district
- Levelling Up Strategy: over £60 million of levelling up funding successfully bid for to date supporting redevelopment of Shipley and Keighley and integrated health and leisure provision on Squire Lane and “mini hub” mental health and support services in Manningham and Tong
- Collaborative working through the Act Early Consortium.

Examples of Support Achieved Over the Past Year

The above projects are long term and in development. Outcomes data will be gathered over the course of the strategy. Taken together, the programmes aim to support tens of thousands of people. So far, we have early data on the impact of SkillsHouse, KickStart and Act Early

- SkillsHouse has to date provided support for 24,200 people with the aim of supporting 11,700 people into work by March 2024. Over the next year, 15 Care Leavers will be provided with 12 month paid work placements
- 843 young people provided with KickStart 6 month placements
- Over 50 projects set up through the Act Early Consortium such as glasses in classes and will be evaluated over the next couple of years

- Early intervention, as part of this work, we will deliver a prevention and early help offer for families (to support children and young people from conception to 5 years. All schools will have an Early Health Coordinator. Families in need of support will have a single lead professional, based around schools, who will co-ordinate inter agency support. There are 4 locality Family Hubs developing integrated local offers based on inter agency working.

3.2 CONSULTATION

The strategy is the outcome of extensive review and consultation with a range of partners. The DACG includes Councillor representation. This report is the opportunity for overview and scrutiny to be consulted on the contents of the strategy before it is finalised.

4.0 THE WORK OF THE DISTRICT ANTI-POVERTY CO-ORDINATION GROUP (DACG)

The DACG has been newly constituted and membership refreshed over the past year. Because of the impact of the pandemic, the Council and partners on the APCG worked across the public, business and community sectors to address the immediate impact of the pandemic and plan for the District's recovery to build back better. As we continue to recover from the pandemic and the Cost of Living crisis bites, the newly constituted DAPCG will take the lead in overseeing the anti-poverty strategy.

The newly constituted group, chaired by the Strategic Director of Wellbeing, who is also the Council's Anti-Poverty Champion, has developed the new strategy. It is joining up work across the District and with regional and national bodies. For example, the group will be working closely with the Regional Health Inequalities Alliance. Partners such as Born in Bradford (BiB) and programmes sitting under BiB, such as Act Early, are providing a rich evidence base and supporting policy development locally, regionally and nationally around levelling up, tackling deprivation and inequality.

5.0 CHALLENGES & OPPORTUNITIES

5.1 KEY ISSUES

Local Authority/Statutory Funding

The impact of inflationary pressures on Council, other public sector services and the voluntary and community sector pose threats to our ability to sustain key services and infrastructure. The Anti-Poverty Strategy has been designed to be a live strategy with flexibility to respond both to changing patterns of need and available resources. As noted earlier, recent analysis by the Local Government Association shows that inflation, energy costs and projected increases to the National Living Wage (NLW) will add £2.4 billion in extra cost pressures onto council budgets this year, rising to £3.6 billion in 2024/25. Inflationary costs far outstrip government funding and council tax increases.

Short Term Funding, multiple funding streams and fragmented, ad hoc projects

Many of our support programmes are government funded programmes. This poses two challenges. First, delivering these programmes depends on drawing on the resource and skills of our own staff. While we do this really well, for example our HAF Programme has been nominated for an LGC award and our credit union programmes have been nationally recognised, delivering these programmes is time and resource intensive, requires a range of governance and delivery systems to be established and draws on a variety of funding streams. This places further strain on limited resources. Second, the programmes are short term and ad hoc. There is no clear long term funding security. If and when funding streams end, our ability to provide emergency support will fall but demand will not.

Lack of Impactful National Strategy/Policy

Most of the key policy decisions that determine levels of poverty are set nationally. This is why the Anti-Poverty Strategy has to join up both horizontally and vertically. We need to develop a common approach across the district but also work at regional and national level articulating the Bradford voice and advocating for the district. The Chief Analyst at the Joseph Rowntree Foundation said in August 2022. *'Everyday action is delayed is increasing the anxiety for low income families who do not know how they will get by this winter. The payments promised the government earlier in the year offer some help but their scale has been overtaken by events.'*

Uncertainty

Both the economic and political contexts are uncertain at the moment. Given that we will have a new Prime Minister in September, the policy context could change substantially. It is not clear what the direction of travel will be and what will happen to programmes such as Levelling Up. It is likely that inflation will rise even higher and energy prices also. The impact on our citizens, communities, public services, businesses and VCS will continue to unfold.

Child Poverty

In 2020, one in five working age families were classed as being in poverty and 38% of our children lived in families in relative poverty. As noted earlier, recent research by Loughborough University and the End Child Poverty Coalition shows that nationally child poverty fell by 4% in the first year of the pandemic –largely due to the £20 uplift in Universal credit, which has now ended. However, it rose in Bradford by 2%. Two in five of our children now grow up in families in relative poverty. The new strategic approach to tackling poverty takes a whole family approach to poverty and, as such, the work of the DACG has widened to cover poverty in this way. This approach is essential given the intersectionality around protected characteristics and drivers for poverty.

5.2 MOVING FORWARD: A NEW POVERTY LANDSCAPE

The above issues make it even more important that we build on our strengths and what we know works well. We can do much locally by working with our partners across the public, private and voluntary and community sectors and, most importantly, by working with our communities. We can ensure that the services we provide, the strategies and policies we

develop, the charging and purchasing decisions we make and the ways in which we work together across public, private and voluntary sectors help protect our poorest and most vulnerable citizens in our community, prevent them from falling into poverty and provide progression routes out of poverty.

5.21 STRATEGY IMPLEMENTATION

Our strategy sets the framework for the current crisis. The detailed action plan identifies programmes, policies and strategies which are running or in development. The APS moves toward a whole systems approach, where strategies, policies and programmes align, and toward co-production with our communities. The Council has adopted the socio-economic duty. We can use this commitment and robust equality impact assessment to help drive this move.

5:22 SYSTEM WORKING

Changes to the organisation of resources and activity in the District have been taking place, with more being done at community level. These changes are set to accelerate and become ever more embedded in system culture and the DACG are committed to working within this system to tackle poverty. At the same time, changes to the health and social care infrastructure are rapidly underway, with the move to the ICS and ICP placing greater emphasis on population-wide outcomes and equality of access to healthcare and health outcomes. The national and regional picture has also changed dramatically, for example, devolution and the creation of a West Yorkshire mayoral authority. A priority for the Mayor is creating a regional “Good Work” Charter to address issues such as low pay. These changes allow us to align service provision, commissioning and policy and process across organisations to tackle poverty, its causes and impacts.

5.23 LOBBYING

It is essential that the voice of the Bradford District and its residents are shared with government to argue for a strengthened national policy approach and to argue for robust funding settlements and opportunities to meet need.

5.24 EQUALITY & DIVERSITY

Bradford council in its equality plan has committed to treating low income as a protected characteristic. The refreshed equality plan should ensure that equality impact assessments are thorough and accurate when it comes to decisions being made around service provision, budget changes and/or development of strategies and policies.

5.25 DATA AND GOVERNANCE

Performance metrics have been proposed in the draft strategy attached. These metrics will allow for the strategy to be monitored and evaluated. The DACG has undertaken a governance review and established their role to be:

- Monitoring and reporting on anti-poverty work
- Co-ordinating strategies and policies and working in partnership to deliver key aims
- Setting priorities and directly delivering specific projects

- Monitoring and reporting on trends in poverty
- Providing voice for groups in poverty, linking in with key projects aimed at developing the voice of poor and marginalised groups and feeding this voice into the policy making process
- Driving the poverty proofing of strategies, policies and provision across the district.

5.26 VOICE AND LIVED EXPERIENCE:

One of the key strands of work for the APCG was giving voice to those living in poverty. The need for this voice has become all the more important given the impact of the pandemic and cost of living crisis. Under the lead of the Bradford District and Craven Health and Care Partnership, we are due to launch the Citizen's Forum (working title). This forum will engage with residents of the district collectively. It will work in multiple ways to reach the most people, recognising the impact of digital poverty.

Linking with the Place Based Partnership we will;

- Design a roadshow. This will run in a range of venues and be for a range of groups, including new communities that need support.
- Design an online space.
- Map and connect existing networks and identifying the gaps and areas of the population not already connected.

6.0 OTHER CONSIDERATIONS

6.1 FINANCIAL & RESOURCE APPRAISAL

There are none arising from this report. Although there is a need to resource this area, this report is purely to update and highlight the intended focus for future anti-poverty work.

6.2 RISK MANAGEMENT AND GOVERNANCE ISSUES

There are none arising from this report as this issue already identified on the Council's risk register.

6.3 LEGAL APPRAISAL

There are none arising from this report.

7.0 OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There are none arising from this report.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are none arising from this report.

7.3 COMMUNITY SAFETY IMPLICATIONS

There is a correlation between deprivation and areas of our district that experience the highest level of crime. This has increased the need for focus on prevention of poverty within the district's new strategic approach.

7.4 HUMAN RIGHTS ACT

There are none arising from this report.

7.5 TRADE UNION

There are no trade union implications.

7.6 WARD IMPLICATIONS

The APCG intends to work directly with Council officers with a direct remit for developing and monitoring ward action plans.

7.7 IMPLICATIONS FOR CORPORATE PARENTING

Children in Care are one of a number of groups most affected by poverty and reduced life chances. The report identifies specific measure to support children in care and care leavers. For example, children in care have been supplied with laptops and a digital learning programme and care leavers from 18-21 can be exempt from Council Tax and from age 21-25 can receive a 50% discount.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no issues arising from the privacy impact assessment.

8.0 NOT FOR PUBLICATION DOCUMENTS

Appendix 1 – Draft Bradford District Anti-Poverty Strategy.

This appendix is "Not for Publication" on the grounds that it contains exempt information within paragraph 3 (Information relating to Financial or Business Affairs) Schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information

9.0 OPTIONS

Not applicable, the document is for consultation and discussion.

10.0 RECOMMENDATIONS

That the Committee consider the report and agree to have an update on progress in twelve months' time.

11.0 APPENDICES

Appendix 1: Draft Bradford District Anti-Poverty Strategy. This appendix is “Not for Publication” on the grounds that it contains exempt information within paragraph 3 (Information relating to Financial or Business Affairs) Schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

Appendix 2: Cost of Living Briefing.

Appendix 3: What Our Families Are Experiencing

12. BACKGROUND DOCUMENTS

12.1 None.

Appendix 3: Consultation - What Our Families Are Experiencing

Some of the lived reality is captured in the quotes below, taken from recent focus group research conducted with mothers.

The Lived Reality

"I'm scared all the time, scared that I can't pay for things the kids need, scared if the fridge or washer breaks, scared if the kids are still hungry after dinner. What can I do?"

"We all go to bed early now, it saves electric if we don't use the lights and TV but I think this will be worse in winter when it's dark early"

"I cry a lot, every time you think it's as bad as it can be it just gets worse. I keep crying thinking about the next lot of price rises"

"What are we supposed to do when the washing machine breaks? We have no choice; we have to get loans out even if we know it's a rip off"

"I missed my smear test twice, once because work couldn't let me have time off and once because I couldn't afford the bus fare to get there"

"Birthdays and Christmas are supposed to be happy times but they're not, not anymore. Even the six week holidays are a nightmare"

"It's hard when the kids talk about what their friends do and I have to keep telling them no, I'm sure they'll grow up hating me"

"You keep hearing about cutting out one take out coffee a day would make a difference like we can even afford one in the first place"

"We had to give our dog away, we couldn't afford his food anymore"

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Briefing Paper for the Health and Wellbeing Exec

August 2022

The Cost of Living Crisis

Summary

- Inflation hit a new 40-year high of 10.1% in August and is expected to continue to rise. The Bank of England expects inflation to rise above 13% by the end of the year.
- Employment rates are historically high but this is accompanied by low productivity, high economic inactivity rates, real terms wage decline and the second largest fall in living standards on record. It was only the additional support provided by the Chancellor in the May statement that stopped the fall being the largest on record. In short, we are getting poorer.
- The Cost of Living crisis is driven both by higher prices, especially energy, fuel and food, but also by a real terms fall in incomes.
 - The latest price cap, announced on the 26 August, means that from October a typical household energy bill will be £3,549. This is an 80% rise on the April figure. This bill is expected to rise even higher. By January 2023, a typical bill could be over £4,500 to £5000. The result is that the cost of energy for the typical household this financial year (2022-23) will be £3,478, up from £1,472 last year. For those on pre-payment metres, the Resolution Foundation estimate that by January, a typical user will need to find £613 that month alone to pay the bill. Roughly a third of the poorest fifth of the population are on pre-payment meters. If no additional support is provided and costs rise in line with predictions, 50-80% of households could technically be fuel poor by early next year. That is to say spending more than 10% of disposable income on energy.
 - Wage increases are half that of the inflation rate.
 - Benefit rates have fallen further and further behind incomes. From 2003 to 2020 incomes of the bottom 10% of the income distribution grew by 7% compared to 15% for the median income earner. The typical incomes of the poorest fifth of the population were no higher on the eve of the pandemic than they were back in 2004-05.
 - Between 2002/03 and 2019/20 the number of people in very deep poverty (below 40% of median income after housing costs) increased by 1.8 million, from 4.7 million to 6.5 million people.
 - Unemployment benefit in 2022-23 will be at its lowest level in real-terms since 1990-91 and is only slightly above an estimated destitution income level of £70 per week. As a proportion of average earnings, it now stands below 14 per cent, half the level it was in the 1970s.
 - Large families have been particularly hard hit by the benefit cap and two child limit.
- The crisis affects all our residents but impacts on the poorest hardest. It also affects, public services, businesses and the voluntary and community sectors (VCS). There is a distinct geography to the impact of inflation; cities such as Bradford experience higher

inflation rates than the national average and have less resilience. Bradford is highly vulnerable to the impact of the crisis:

- **Residents:** - very high rates of poverty, child poverty, food and fuel poverty. Our poorest citizens face inflation rates up to 3% higher than national average.
- **LA and public services:** under real costs pressures as inflation eats into funding settlements, demand rises and revenue raising capacity falls and high numbers of people dependent on public services.
- **Businesses:** rising costs but also reduction in sales and rises in interest rates, set against background of very weak growth, low productivity and potential recession.
- **Voluntary & Community Sector (VCS):** rising demand but falling donations and revenue.
- To date, a £37 billion support package has been provided by government: However, measures are short term and currently due to end by March 23. There is no clear, long term plan from Government. Further, the support offered does not fully compensate for the impact of the cost of living crisis. It does not reflect the higher costs faced by the poorest or the geography of the cost of living where places such as Bradford are disproportionately impacted by the crisis.
- The impact of the cost of living crises will be both short and long term.
 - **Short term impacts:** evident in a rise in poverty levels, in particular food and fuel poverty, debt problems, difficulties paying for housing and greater stresses on already vulnerable families and groups. This can be expected to increase demand on key support services. Evidence from our VCS partners and residents is reflecting this:
 - **Longer term impacts:** arise from the lifetime scarring effects of poverty. These will be seen in outcomes such as educational achievement, life expectancy and health outcomes, jobs and skills. The key drivers of health outcomes, for example, are socio-economic. Reduce poverty and population health outcomes will improve in the long run.
- A new district wide Anti-Poverty Strategy (APS) has been developed and associated governance structures refreshed and renewed. The strategy has both a short and long term focus. Short term, the focus is on providing immediate protection to our most vulnerable communities. Long term, the focus is on moving toward prevention and providing pathways out of poverty to ensure all our citizens can participate in the full life of their communities.
- Short term programmes draw on national funding sources for locally delivered programmes and on discretionary spending. Examples include: The Household Support Fund (HSF), Holiday Activities and Food Programme, Warm Homes/Healthy People, recommissioning welfare advice services, supporting foodbank provision and continuing to develop the Bradford District Credit Union.
- We face a range of challenges.
 - Our District is highly vulnerable to the cost of living crisis.
 - Programmes such as the HSF depend on national funding streams which are short-term and ad hoc.
 - Projects and programmes are fragmented, sitting in a wide range of strategies and across sectors. There are multiple lines of governance and reporting.
 - The basic reality is that support programmes are insufficient to meet the level of need. At the same time, the capacity of public and voluntary and community services to meet this need is being eroded by cost of living pressures.
 - The current economic and policy context is highly uncertain.

- This means that it is all the more important that we join up work at District level, build on what we know works well, work strategically with regional partners and continue to articulate the voice of Bradford with national government.

Introduction

Purpose:

This paper:

- updates on the cost of living crisis and its impact on the District
- provides an overview of programmes running to support our citizens on low incomes
- identifies key challenges
- invites discussion on next steps

Recommendations

H&WB Executive considers how best to develop anti-poverty work and leverage the capacity of the private, public and community sectors to: protect those on lowest incomes from the harmful effects of poverty, prevent people falling into poverty, provide pathways out of poverty and ensure that our poorest citizens can participate in the social, economic, political and cultural lives of their communities.

Background:

The Latest National Picture

- The cost of living crisis continues to deepen. Inflation hit a record 40-year high in August, rising to 10.1%. The Bank of England expects inflation to rise to 13% or more by the end of the year.
- The Cost of Living crisis is driven both by higher prices, especially energy, fuel and food and a real terms fall in incomes. Data from ONS, Resolution Foundation and Joseph Rowntree Foundation shows:
 - The latest price cap, announced on the 26 August, means that from October a typical household energy bill will be £3,549. This is an 80% rise on the April figure. This bill is expected to rise even higher. By January 2023, a typical bill could be over £4,500 to £5000 . The result is that the cost of energy for the typical household this financial year (2022-23) will be £3,478, up from £1,472 last year. For those on pre-payment metres, the Resolution Foundation estimate that by January, a typical user will need to find £613 that month alone to pay the bill. Roughly a third of the poorest fifth of the population are on pre-payment meters. If no additional support is provided and costs rise in line with predictions, 50-80% of households could technically be fuel poor by early next year. That is to say spending more than 10% of disposable income on energy.
 - Currently, wage increases are half that of the inflation rate, meaning real terms cuts and a further fall in living standards, continuing a long term trend. This is especially marked for the poorest in our society.
 - Benefit rates have fallen further and further behind incomes. From 2003 to 2020 incomes of the bottom 10% of the income distribution grew by 7% compared to 15% for the median income earner.
 - The typical incomes of the poorest fifth of the population were no higher on the eve of the pandemic than they were back in 2004-05.

- Between 2002/03 and 2019/20 the number of people in very deep poverty (below 40% of median income after housing costs) increased by 1.8 million, from 4.7 million to 6.5 million people.
- Unemployment benefit in 2022-23 will be at its lowest level in real-terms since 1990-91 and is only slightly above an estimated destitution income level of £70 per week. As a proportion of average earnings, it now stands below 14 per cent, half the level it was in the 1970s.
- Large families have been particularly hard hit by the benefit cap and two child limit.
- While employment rates are historically high, living standards continue to fall and productivity remains stubbornly low. Labour market inactivity rates are high. There are less people in the labour market than there were at the start of the pandemic. Inequality rates remain very high and the economic outlook remains at best uncertain. Recession is not unlikely.
- In May, a further £15 billion support package was introduced by the Government, taking the total support provided this year to £37 billion. Key measures introduced in May
 - **All/majority of households:** Energy Bills Support Scheme of £400 off bills; national insurance threshold rise to £12,570 on 6 July 2022; £150 rebate for houses in council tax band A_D.
 - **Vulnerable people/households:** £650 one-off Cost of Living Payment for those on means tested benefits; one-off £300 Pensioner Cost of Living Payment; £150 Disability Cost of Living Payment; £500m increase and extension of Household Support Fund, extended from October to March 2023.
 - **Pensioner households:** The Triple Lock will continue to apply to state pension
 - **Benefit claimant households:** benefits will be uprated in April based on September's inflation rate
- While the May package benefitted the poorest groups most, addressing weaknesses in the February and March support measures it is worth noting
 - other tax and benefit changes, such as the freezing of the personal income tax rate, reduce the impact of this package.
 - the continuing rise in inflation, particularly in the costs of energy, food and fuel, reduce the real terms value of the support.
 - the support programmes are not directly tied to need. The poorest groups and places face higher inflation costs and spend larger parts of their income on essentials such as energy. This means they have greater need and require more support. This is of particular relevance to Bradford
- A recent JRF survey of low-income households (bottom 40%) shows the rising cost of essentials means a huge increase in families going without. It found 5.2 million households (45%) either cutting down on or skipping meals, or going hungry in the previous month, and 3.2 million (27%) unable to adequately heat their home since the start of 2022. Rather than having to choose between heating or eating, 2.3 million households (21%) had gone without both
- The government is currently promoting its "Help for Households" campaign. This identifies support being offered by a range of businesses in the private sector, for example, reduced or free meals in various supermarket cafes. It has also launched MoneyHelper, which contains free information and resources to help individuals manage their money and keep up with essential bills and payments (<https://www.moneyhelper.org.uk/en/money-troubles/way-forward/>) and an additional website outlining the support government is making available for households (<https://costoflivingsupport.campaign.gov.uk/>).
- Given current political events, the future direction of national policy remains uncertain. at best. It is not clear what will happen with programmes such as "Levelling Up".

- Recent analysis by the Local Government Association shows that inflation, energy costs and projected increases to the National Living Wage (NLW) will add £2.4 billion in extra cost pressures onto council budgets this year, rising to £3.6 billion in 2024/25.
- Inflationary costs outstrip government funding and council tax increases. This poses a serious challenge to the capacity of local authorities and public services.

Regional

- A range of recent research studies and analysis (for example, Resolution Foundation, Joseph Rowntree Foundation, SIGOMA and Centre for Cities) shows that there is a geography to the cost of living crisis. Our region has a very high vulnerability due to: higher levels of need, higher rates of inflation faced by the poorest groups and areas, lower levels of productivity and reduced revenue raising capacity. The region has the second highest rate of fuel poverty in the country and child poverty rates rose in the first year of the pandemic but fell nationally.
- The Yorkshire Leaders Board has identified the threat posed to the region, both by the impact of the crisis on residents, businesses and third sector and by the inflationary impact on Council budgets. The costs of social care, capital projects, energy, staff, external contracts and transport are all rising, with a consequent impact on service delivery and local infrastructure
- SIGOMA research, June 2022, showed that all councils surveyed reported planning some kind of service reduction in the upcoming year, with 23% stating that they faced a threat to key services or financial sustainability.
- We continue to work with the Mayoral authority on developing a regional cost of living approach, for example on capping bus fares.
- The Yorkshire Leaders Board sees opportunities for joint work across the region on funding, sharing intelligence and best practice and developing a shared lobbying position toward national government

Bradford District

A detailed and comprehensive poverty profile of the District was presented in the March report. The profile showed the extent of poverty across the District, the level of need and the importance of understanding the geography of place for assessing the impact of the cost of living crisis. To update:

- New data on child poverty shows that nationally this fell by 4% in the first year of the pandemic – largely due to £20 uplift in Universal credit, now ended. However, the child poverty rate rose in Bradford by 2%. Two in five of our children now grow up in families in relative poverty after housing costs.
- Recent Centre for Cities research showed that Bradford faced an inflation rate of 11.4% in June 2.3% higher than the then national rate of 9.1% -
- The poorest fifth of people spend on average 26% of their income after housing costs on gas and electricity. For some this rises toward 70%. In Bradford, 70% of homes are energy inefficient, the 3rd highest rate of UK cities. This means that they will spend between £85-£115 more than the government energy support measures provided for in May.
- Analysis by Friends of the Earth (August 2022) shows that over half (52%) of Bradford's neighbourhoods are energy crisis hotspots – *areas at greatest risk of serious financial hardship as a result of rising energy costs*. The total number of hotspots -162 - is the second highest local authority number in the country. Around 60,000 households in these areas lack basic insulation measures: 29,150 households need cavity wall

insulation and 31,770 need loft insulation. Energy bills for these households will be £100 higher in October 2022 than in October 2021

- According to a June 2022 Resolution Foundation report, over the past twenty years older industrial cities like Bradford have fallen further behind the national average for income per person. In 1997, the average income per person in Bradford was 13 per cent below the national average. Fast forward to 2019 and average incomes stood at 26 per cent below the national average. This helps explain why places like Bradford are far more vulnerable to the cost of living crisis.
- The impact of inflationary pressures on Council and other public sector services and the voluntary and community sector pose threats to our ability to sustain key services and infrastructure. The Anti-Poverty Strategy has been designed to be a live strategy, with flexibility to respond both to changing patterns of need and available resources.
- Our VCS partners are reporting rising demand in foodbanks, new users as the in work poor turn to services and a range of measures being taken by people such as not cooking or using the fridge to save on energy. Evidence from recent focus group research details the struggles many in our District are now facing. Further detail is presented on this later in the section on challenges.

What We Are Doing

The March report stated that in addition to renewing the APS and associated governance, our immediate priorities for the cost of living crisis would focus on:

- **Delivering the HSF.** A working group (which included Councillors) identified priorities and established the governance, administrative and delivery systems to distribute the Fund. This group has also overseen delivery. The programme has focused on providing emergency support with a particular emphasis on food and fuel support.
- **Maintaining delivery of successful national and local programmes** established to respond to and recovery from the impact of the pandemic: our commissioning of welfare advice services until March 23, the HAF programme and the Warm Homes, Healthy People Programme are examples of this;
- **Maximising knowledge about, access to and take up of programmes and benefits** so that our poorest and most vulnerable groups secure their entitlements;
- **Supporting highly vulnerable groups** such as: those in care/care leavers, at risk of homelessness and those with mental health problems, drug and alcohol addiction and suffering from domestic violence

We have continued to develop this work. An updated overview is presented below.

A New District Wide Anti-Poverty Strategy

- The strategy is now near complete and at design for publication stage. The contours of this strategy, goals, work themes and key actions have been previously presented to the H&WB Executive.
- The strategy sets out a shared vision for the council and partners across the public, private and voluntary and community sectors based around four focussed goals of **prevention, protection, pathways** and **participation**. There are seven work themes with an accompanying comprehensive action plan. The plan sets priorities for each work theme, accompanying work programmes and measurable objectives. The work themes aim to ensure that poverty is addressed through ALL of the council's strategies and plans, reflecting our adoption of the socio-economic duty in our equalities strategy.
- The strategy combines both short and long term actions into a strategically coherent

approach. It sets a path all partners are committed to working toward and moves toward a whole systems approach where strategies, policies and programmes align and toward co-production with our communities. The Council's adoption of the socio-economic duty backed by robust equality impact assessment can help drive this whole systems approach.

- The whole systems approach is intended to join up working both horizontally and vertically. Horizontally, the strategy seeks to align and join up work across the District linking public, private and community and voluntary sectors in a shared strategic approach. Vertically, it seeks to align our district wide strategy and goals with work undertaken at regional and national level by articulating the anti-poverty place leadership vision we are promoting for the District and for which we will advocate and lobby at national and regional level.

Delivering the Household Support Fund.

This is a nationally funded programme, locally designed and delivered. The fund was originally introduced in October 2021 until March 2023 but has since been extended twice. In the Spring Statement, it was extended for a further six months until September 2022. In the May statement, it was further extended from September 2022 through to March 2023. In total, the HSF is worth approximately £17 million to the District.

We are currently delivering the April to September phase of the Fund. Some of the funding spend was mandated and focussed on pensioners and low-income families. For discretionary spend, members decided that 'poverty was poverty' and prioritised cash payments to the lowest income households rather than a host of targeted schemes:

Current HSF projects:

- **Voluntary and Community Sector Funding (£972k).** The Voluntary and Community Sector organisations will focus on food provision. Up to 100 voluntary and community organisations mobilising across the full breadth of the Bradford District. They have been tasked with working with vulnerable/disadvantaged families that they will identify as in need of food. They will provide healthy food hampers both for collection and by direct delivery.
- **Helping Free School Meal families over summer break (£1,560k).** £1.5m will be provided to schools to enable them to support their free school meal families during the summer break in July and August 2022. All schools will receive an amount proportionate to the number of pupils on roll, FSM, pupil premium and deprivation levels within their communities. Schools can decide how they deliver support. It may include the supply of supermarket food vouchers; food hampers etc.
- **Additional support for our foodbanks (£200k).** Funding will be provided to Storehouse to ensure foodbanks are able to support our most vulnerable residents, specifically to support the faith sectors and underrepresented groups such as BAME, LGBT, refugee and asylum seekers, CEE and Roma communities.
- **Essential cooking equipment (£12.5k).** Bradford Council already has an essential household goods scheme - the Assisted Purchase Scheme (APS). This scheme helps low income households buy (usually) 2nd hand white goods. Goods are paid for upfront from APS funds and residents pay the costs back over a period of time, interest free.
- **Support for Family Carers (£50k).** Carers are often overlooked when it comes to the need for support, but arguably face a greater challenge than many. Their caring responsibilities can prevent them working or, in some cases, accessing benefits. In addition, depending on

the nature of their caring, they may spend more time in the home than average, and thus incur higher fuel bills.

- **Help with Fuel Costs (£2,900k).** Supporting our low income households with the cost of energy. To ensure we support as many people as we can, this scheme will make a payment of £50 to all our low income working age households to support them with the increase in energy costs. Our low income pensioner households will receive a payment of £100 (DWP guidance is to allocate 33% of the funding towards pensioners).

Welfare Assistance and Advice

A £2 million funding package has been provided to recommission welfare advice services across the District and reconfigure how such advice and guidance is provided. Public Health commissioners are funding a comprehensive information, welfare advice and guidance service including a number of pilots across the District which utilise digital technology to allow faster access. An option to agree a three-month extension to current contracts has been agreed in order to build new innovations into future provision.

Holiday Activities and Food (HAF) Programme.

This is a nationally funded programme, locally organised and delivered, running until the end of 2023. The programme offers a wide range of activities and a free meal over school holidays. The programme includes running holiday clubs and sports and leisure park sessions. Thousands of our poorest children and families participate in this scheme. For example, in one of the strands of the programme run in 2021, 35,000 children took part in holiday clubs during the summer holidays. The Bradford HAF has been nominated for a LGC award.

Cost of Living Public Information Campaign

The Council has updated and enhanced information, guidance and advice available via our website to support our residents through the cost of living crisis. With partners, we are currently developing a cost of living survival guide, building on best practice developed during the pandemic. We are also working closely with partners to develop a shared, District wide approach to the information advice and guidance we give out. The aim is to ensure access to support is made as easy and straightforward as possible and that all information is real time.

We have included a council tax button from the front page of the website – and will be writing to all eligible households for fuel support with the attached letter in early July.

<https://www.bradford.gov.uk/benefits/general-benefits-information/help-with-cost-of-living/>

Financial Inclusion

In addition to the measures contained in the HSF, we are also supporting a range of projects aimed at maximising people's incomes and reducing the costs they face. In the longer term, we aim to bring all projects together into one, coherent and complimentary District wide financial inclusion strategy. Key projects:

- **Bradford Credit Union:-** continues to develop its membership – now at 9,000. Of these, 2,500 members would face total financial inclusion without the support of the credit union. The credit union, supported by the Council and working with a range of partners, has developed and continues to develop a range of innovative schemes.

- For the academic year 2021-2022 a Uniformsavers project supporting 285 families has been running. This has been nationally acclaimed. Options for extending this project are currently being considered with public health.
- A support programme for council staff is running over the summer months which includes a summer loan sale, £25 credit for the first 50 new council members to join and a pensions and money webinar. .
- **Poverty Proofing the School Day:** this project is currently running with 18 schools and is developing ways of reducing the costs of schooling for our poorest communities.
- **Warm Homes/Health People:** this programme combines national and local funding and has been extended for 2022-2025. Around 800 people a year will be supported with heating costs.
- **Support for social supermarkets and foodbanks:** we work closely with our VCS partners to support the provision of foodbanks across the District and develop innovative schemes such as Foodsavers. Foodbank use is rising; over the first half of this year support for families increased from approximately 400 food parcels given out per day to 800. The food parcels vary in size providing food for individuals and families which can last from a day through to a week.

Our Challenges

We face a number of challenges

High Vulnerability

The Cost of Living crisis is deepening and, as shown above, the District is highly vulnerable to the impact of the cost of living crisis – residents, business, public services and the voluntary and community sector are all impacted

On the ground, our VCS partners have reported the following

- Rising debt problems
- Demand at foodbanks rising
- Demand for fuel top ups increasing
- Reports of increases in food poisoning as people stop using fridges and turn off ovens
- New service users presenting as more of the “in work poor” turn to food banks
- Rents are rising and increasing numbers struggling to afford this

Some of the lived reality is captured in the quotes below, taken from recent focus group research.

The Lived Reality

“I’m scared all the time, scared that I can’t pay for things the kids need, scared if the fridge or washer breaks, scared if the kids are still hungry after dinner, what can I do?”

“We all go to bed early now, it saves electric if we don’t use the lights and TV but I think this will be worse in winter when it’s dark early”

“I cry a lot, every time you think it’s as bad as it can be it just gets worse. I keep crying thinking about the next lot of price rises”

“What are we supposed to do when the washing machine breaks? We have no choice; we have to get loans out even if we know it’s a rip off”

“I missed my smear test twice, once because work couldn’t let me have time off and once because I couldn’t afford the bus fare to get there”

Short Term Funding, multiple funding streams and fragmented, ad hoc projects

Many of our support programmes are government funded programmes. This poses two challenges. First, delivering these programmes depends on drawing on the resource and skills of our own staff. While we do this really well, for example our HAF Programme has been nominated for an LGC award and our credit union programmes have been nationally recognised, delivering these programmes is time and resource intensive, requires a range of governance and delivery systems to be established and draws on a variety of funding streams. This places further strain on limited resources. Second, the programmes are short term and ad hoc. There is no clear long term funding security. If and when funding streams end, our ability to provide emergency support will fall but demand will not.

Limited Resource and Capacity

The inflationary pressures on budgets, alongside rising demand, poses a real challenge to the ability to maintain services and infrastructure. Realistic expectations have to be set. This is also demanded by the scale of the challenge. Most of the key policy decisions that determine levels of poverty are set nationally. This is why the Anti-Poverty strategy has to join up both horizontally and vertically. We need to develop a common approach across the District but also work at regional and national level articulating the Bradford voice and advocating for the District.

Uncertainty

Both the economic and political contexts are uncertain at the moment. Given that we will have a new Prime Minister in September, the policy context could change substantially. It is not clear what the direction of travel will be and what will happen to programmes such as levelling up.

Conclusion and Recommendations

- H&WB Executive considers how best to develop anti-poverty work and leverage the capacity of the private, public and community sectors to: protect those on lowest incomes from the harmful effects of poverty, prevent people falling into poverty, provide

pathways out of poverty and ensure that our poorest citizens can participate in the social, economic, political and cultural lives of their communities.

References

<https://www.centreforcities.org/event/cost-of-living-report-launch/>
<https://www.countycouncilsnetwork.org.uk/new-analysis-reveals-the-regional-impact-on-local-councils-of-the-governments-flagship-adult-care-reforms/>
<https://www.jrf.org.uk/report/going-without-deepening-poverty-uk>
¹ <https://www.local.gov.uk/about/news/inflation-and-national-living-wage-pressure-add-ps36-billion-extra-costs-council>
<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/publicopinionsandsocialtrendsgreatbritain/8to19june2022>
[Income outcomes.pdf \(resolutionfoundation.org\)](#)
[Social Insecurity - The Inquiry \(resolutionfoundation.org\)](#)
[Living-Standards-Audit-2022.pdf \(resolutionfoundation.org\)](#)
<https://www.sigoma.gov.uk/news/2022/sigoma-survey-reveals-significant-inflationary-pressure-on-budgets>



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DRAFT



Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 15 September 2022

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Subject:

Workforce Development

Summary statement:

This report sets out the progress made in the last 12 months further developing the Council's approach to workforce development since our last report to Corporate Overview and Scrutiny Committee of 14 October 2021.

EQUALITY & DIVERSITY:

Our Workforce Development is designed to be inclusive and benefit all our staff. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture.

A number of priority programmes have been identified as part of the refreshed Workforce Development Plan 2021 – 2024.

Anne Lloyd
Director of Human Resources

Portfolio:
Corporate

Report Contact: Catherine Warrener
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Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 At the meeting of 1 December 2020 Executive approved a refreshed Workforce Development Strategic Plan for 2021 – 2024 for the Council. The workforce development plan was developed taking account of our internal evidence base. The evidence base included staff feedback from engagement sessions held during 2020, the Council Plan, updated equality objectives, outputs from culture and inclusive employer surveys and reports, induction and learning management system evaluation, the workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.
- 1.2 This report presents the Council's new workforce development strategic plan to Corporate Overview and Scrutiny Committee and details progress since the last report received by the committee at the meeting of 14 October 2021.

2. BACKGROUND

- 2.1 The approach to workforce development considers and addresses the need to support all employees but make choices about where we invest our money to deliver maximum impact in some key priorities, e.g., equalities and the progression of underrepresented people in our workforce. Also, the need to balance the need to invest in the capacity and capability of our current team but leverage wisely external expertise to deliver interventions.
- 2.2 The workforce development strategic plan 2021 – 2024 identifies and groups development activities over three phases, with each phase outlining the key activities. Appendix C provides the high level plan and activities, work is ongoing to develop the detailed delivery plans and outcome measures across its lifecycle. Ten key priority workforce development areas were identified to invest in and deliver over this period:
 - 1) A commitment to all staff having a minimum of 5 learning and development per year
 - 2) An improved coaching offer
 - 3) A mentoring offer
 - 4) A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams
 - 5) Development of an ally programme to support underrepresented communities
 - 6) A Making Connections for managers' development programme
 - 7) An executive and senior leadership development programme
 - 8) Funding to support Member Development
 - 9) Development of a one day Managers Conference
 - 10) An employee survey
- 2.3 Our workforce development activity is underpinned by an ongoing review and refresh of our current leaning catalogue and materials. Individual service areas make full use of the learning management system to support service specific learning and development offers.

2.4 The last 12 months have delivered a significant number of improvements in Council wide engagement and access to learning and development. 94% of staff have accessed learning and development, an increase of 13% compared to the previous 12 months. 34,627 learning and development courses have been completed in the last 12 months, an increase of 7,252 completed learning and development courses compared to the previous 12 months.

2.5 Since September 2021 equality and diversity learning and development courses available have increased from 8 to 17 learning opportunities. Compliance levels across mandatory and statutory training, and performance management have improved, although these continue to be areas of focus. Appendix A provides Council workforce learning, development and evaluation data.

2.6 Progress against the ten key priority workforce development areas

2.6.1 **A commitment to all staff having a minimum of 5 learning and development per year.** This commitment was made and promoted through the Council Equality Objectives 2021 – 2025. The aim to support every employee to reach their full potential through our approach to learning and development. 94% of staff have accessed learning and development through our learning management system over the last 12 months. This, and broader employee benefits and rewards offer is being refreshed and publicised further as part of our employee value proposition, brand work and for use in recruitment, induction and retention.

2.6.2 **An improved coaching offer.** ‘My Coaching Culture’ has been launched and is available to all staff through our Evolve Learning Management System. The coaching culture packages provides a range of online development sessions on topics such as Resilience, Growth Mindset, Change Readiness, Creativity, Mindfulness. Staff can also undertake formal coaching training through our apprenticeship ILM Level 5 coaching qualification route.

2.6.3 **A mentoring offer.** Currently mentoring is provided through system wide collaboration development opportunities and across the Council on an ad-hoc basis. A more structured mentoring offer will be developed during 2023, aligned with West Yorkshire system wide development of a place based reciprocal mentoring offer planned over the next 1-3 years.

2.6.4 **A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams.** Cultural Intelligence training is about building inclusive cultures and explores how we increase management capacity to lead diverse teams and to better understand the communities we serve. It fits with our equalities objective to develop a leadership culture where equality is at the heart of everything we do, and it complements our RESPECT programme which has been developed internally by staff.

2.6.4.1 Cultural Intelligence learning has been rolled out during 2022 via Evolve to all those with line management responsibility across the Council. Cultural Intelligence virtual workshops commence from September 2022, consisting of 2 x 2 hour workshops to embed the eLearning and create conversation around inclusion. The target audience for the first cohort is line managers. Cultural Intelligence bite sized programmes of learning,

consisting of a 1 hour virtual session with individual experts in their field began in June 2022 and will continue throughout the year.

- 2.6.5 **Development of an ally programme** to support underrepresented communities. The RESPECT Allyship programme launched in May 2022, led and supported by Staff Networks/Network Chairs with CMT sponsors, and SLT members championing this staff led initiative. A SharePoint site has been designed to share good practice, standards, support information and guidance. Online learning including 'lived stories' available to all staff via Evolve. Real stories, workshops and virtual training sessions focus on individual topics relating to staff networks.
- 2.6.6 **A Making Connections for Managers development programme.** Scoping work on this talent development programme that will replace Future Leaders progressed. Detailed design and delivery will commence when the vacant Workforce Learning and Development Manager role is filled from the end of August 2022. To support talent development ten places have been advertised for the Common Purpose Senior Leaders programme starting in September 2022. This programme is designed to enhance an individual's professional development, help them network across our region and get ready to take the next step in their career. The aim is to develop leaders who can cross boundaries and solve complex problems.
- 2.6.7 **Funding to support Member Development.** A professional development offer for Elected Members has been developed. Further work is planned during 2022/23 to refine and expand on the offer and include topics of mutual interest to Elected Members and officers. Work is ongoing with our RESPECT Campaign team to devise training sessions for our Elected Member and Leadership Community which aligns with the Council Equality Objectives. Elected Members have the opportunity to join all Cultural Intelligence bite sized learning programmes.
- 2.6.8 **Development of a one day Managers Conference:** A 4th tier managers network has been set up to bring managers together from across the Council to share lived experience, connect and develop together and feed into further learning and development and cultural delivery plans. It is envisaged that the one day Manager's Conference will commence in 2023 to provide a face to face opportunity for managers to come together to network and hear from Council leadership on our plans for the future; Give managers an opportunity to hear from expert speakers on a range of key workforce topics with a view to applying that learning within their teams; and, provide an opportunity for the Workforce Development team to showcase the full range of offerings available to staff (via a Marketplace) thereby increasing awareness within our manager community.
- 2.6.9 **An employee survey** supported by software analytics that will deliver meaningful insights and intelligence. The Council is working with a delivery partner who are expert in improving employee engagement, organisational fitness and equality diversity and inclusion. An employee survey has been designed, developed and tested over the summer of 2022 involving individuals from across the Council in advance of a Council-wide launch. The questions are research driven and extensive designed to deliver better data insight and intelligence of employee experience so that evidence based actions can be progressed accordingly.

2.7 Progress of performance management

2.7.1 Efforts continue to improve our performance management metrics. This year has seen a significant increase in the number of people recorded within our Learning Management System, Evolve, as having had an annual Performance Appraisal from 27% in 2020/21 to 51% in 2021/22. It is recognised that this figure remains below our ambition and an ongoing area of focus for the Council. Appendix B provides a departmental breakdown of workforce performance appraisal data. To increase results in this area we have:

- Run a pilot scheme to further automate the review process with two services
- Developed and increased system reminder notifications
- Provided dedicated learning and development support to identified services
- Further developed online learning and tools/resource materials
- Continuous multi-channel corporate communications
- Simplified reporting processes for those with large numbers of team members with no online access

2.7.2 Next steps:

- Implement pilot scheme to automate process, organisation wide
- Identify and provide support to specific services as required
- Review HR policies and process and embed the performance process into relevant policies
- Embed the performance process into relevant learning and develop activities
- Align with our broader work on job families and career pathways
- Develop further links with supervision, 121's and continuous performance conversations.

3 PROGRESS ON TALENT ATTRACTION AND DEVELOPMENT THROUGH APPRENTICESHIPS / KICKSTART / LEAVING CARE EMPLOYABILITY AND GRADUATE PROGRAMME

3.1 Focus on our Apprenticeship Programmes:

3.1.1 There are currently 293 active/live apprenticeships on programmes funded from Bradford Council's Apprenticeship Levy and a total of 961 apprentices that started apprenticeships from the start of the Levy in April 2017.

To date the Council has spent:

£ 3,356,430	on apprenticeship training:
£ 1,765,795	committed spend for the 293 live apprentices.
£ 405,000	pledged Levy transfer has been allocated (25% allowed levy transfer)

FINANCIAL YEAR	ACTUAL SPEND
2017 - 2018	39,051
2018 - 2019	380,345
2019 - 2020	616,311
2020 - 2021	788,900
2021 - 2022	1,105,339
April 2022 - Aug 2022	426,484
TOTAL	3,356,430

The Council is utilising the transfer of levy allocation allowed to up-skill the Bradford District and is currently funding apprenticeships in the NHS, West Yorkshire Combined Authority, Yorkshire Ambulance and Keighley College (supporting SME's across the Bradford District).

- 3.1.2 The 293 Live Council apprentices are made up of 57 apprentices in maintained schools, 61 new starters in the Council and 175 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 57 apprentices in schools are Early Years (47%), Teaching Assistant/Teacher (33%) Business Admin, Management and IT (20%),

Council apprenticeships are in: Adult Care (25%), Management (18%), Building, Construction, Civil Engineering, Trades (14%) Children and Young People (8%), Production/Hospitality (7%), Business Admin (6%) Social Work (3%), and (22%) on other specialised apprenticeship training.

The break down across the various departments is as follows:

DEPARTMENT	EXISTING STAFF	NEW STARTERS	TOTAL
Chief Executive	18	6	24
Children's Services	29	3	32
Corporate Resources	34	17	51
Health and Wellbeing	61	11	72
Place	33	21	54
WYPF	0	3	3
Schools	8	49	57
TOTAL	183	110	293

3.2 Focus on our Kickstart Programme:

- 3.2.1 Kickstart is a Government funded programme to provide a new job for 6 months for 16-24 year olds on Universal Credit who were at risk of long term unemployment. The Government scheme is now closed, the last kickstart placements complete by the end of September 2022. This initiative fits into wider inclusion outcomes and ties in with making the Council workforce more representative of the District (for example, the average age of the workforce currently stands at 46.5 years).

439 Kickstart placements started across the Council. The largest cohorts were in Business Administration and General Kitchen Assistant positions, which were a popular choice for local young people.

Total candidates interviewed	535
Total starts within the Council	439
Early Leavers	126
Completed 6 month placement	221
Still in placement	92

This breaks down across the various departments for those that completed the 6 month placement as follows:

Chief Executive	18
Children's Services	49
Corporate Resources	38
Health and Wellbeing	43
Place	73
TOTAL	221

- 3.2.2 The Council is due to receive an update in March 2023 from the Department for Work and Pensions with the number of Council Kickstart placements that have led to successful employment. We know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme.

3.3 Focus on our Leaving Care Employability Programme:

- 3.3.1 The Leaving Care Employability Programme is a 12 month Council initiative which we linked into the Kickstart programme and supplemented 6 months to extend the programme to 12 months for up to 15 of our care leavers.
- 3.3.2 Working closely with the SkillsHouse, LEAP (Learning, Employment, Advice and Preparation) Team, care leavers are identified and encouraged to take up this opportunity to help them progress into apprenticeship programmes and permanent jobs. Placements were sourced based on the care leavers chosen areas of interest.

Summary to date:

- 10 care leavers started in placements
- 1 has secured a full time apprenticeship starting in September 2022

- 1 has left the programme due to personal circumstances but continues to be engaged with LEAP
- 2 have left due to performance management

Chief Executive	1
Children's Services	2
Corporate Resources	2
Health and Wellbeing	
Place	2
TOTAL	7

3.4 Focus on our Graduate Programme:

- 3.4.1 The Council commenced a graduate scheme in November 2020. Three graduates were recruited as part of the National Graduate Development Programme (NGDP) in November 2020 and January 2021. A further 3 NGDP graduates were recruited in September 2022 and a further 2 graduates will be starting in October 2022. Placements are offered across Departments with each graduate completing four placements in the two-year period they are with the Council.
- 3.4.2 We have provided feedback on the scheme to the LGA as part of the ongoing commitment to review and improve the NGDP design and offer following our experience of the scheme and made some improvements. In 2022 the Council progressed local recruitment and sourced 2 graduates via this route rather than the national scheme selection route.

4. OTHER CONSIDERATIONS

Evolve, the Councils Learning Management System can also be accessed and is set up to be used securely by external partners e.g. schools, NHS, Police services etc. 6,348 users have an active account and completed 2,829 courses in the same reporting period.

5. FINANCIAL & RESOURCE APPRAISAL

No current implications from this report as to date the delivery of these programmes has been covered by existing budget and/or funding streams. Ongoing, if the Care Employability Programme is to continue, no longer linked to Kickstart, this will require specific funding to be identified for 2023/24 onwards. This would need to be identified as part of budget processes and subject to consultation processes. It should be noted there is a forecast budget gap for 2023/24 which will limit the level of new investments able to be made.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

To Follow. If there are no significant risks arising out of the implementation of the proposed recommendations it should be stated but only on advice of the Assistant Director Finance and Procurement and the City Solicitor.

7. LEGAL APPRAISAL

The Workforce Development Strategic Plan assists the Council in complying with its equality duties under the Equality Act 2010.

8. OTHER IMPLICATIONS

8.1 SUSTAINABILITY IMPLICATIONS

None arising from the content of this report.

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

None arising from the content of this report.

8.3 COMMUNITY SAFETY IMPLICATIONS

None arising from the content of this report.

8.4 HUMAN RIGHTS ACT

The Workforce Development Strategic Plan assists the Council in complying with its duties under the Equality Act 2010 and Human Rights Act.

8.5 TRADE UNION

The Director of Human Resources has discussed the Workforce Development Plan and related work with Regional and Branch Trade Union representatives. Human Resources colleagues will continue to engage with Trade Unions on workforce development.

8.6 WARD IMPLICATIONS

There are no Ward or area implications.

8.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

Workforce development plans and activities have elements designed specifically to develop and support children and young people to input into design and delivery, and also through our workforce development offer with leaving care employability programme, apprenticeships, Kickstart and Graduate offer (section 3 of this report).

8.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The confidentiality of personal data is paramount in all of the work we do relating to our workforce. We do not anticipate that any additional actions arise from the work outlined in this report.

9. NOT FOR PUBLICATION DOCUMENTS

None.

10. RECOMMENDATIONS

It is recommended that Corporate Overview and Scrutiny Members note the contents of this report and provide any feedback that they wish to do so to enable the Human Resources team to incorporate this in our ongoing work.

Recommended -

That the committee receives a further report updating on Council Workforce Development in 12 months.

11. APPENDICES

The following Appendices accompany this report:

- Appendix A: Workforce Learning and Development Statistics
- Appendix B: Workforce Performance Appraisal Data
- Appendix C: Workforce Development Strategic Plan

12. BACKGROUND DOCUMENTS

The Corporate Overview and Scrutiny Workforce Development Report of October 2021 [Bradford Council - Agenda for Corporate Overview and Scrutiny Committee on Thursday, 14th October, 2021, 5.00 pm \(moderngov.co.uk\)](#)

Workforce Learning and Development Data – Council Workforce

1 September 2021 to 11 August 2022

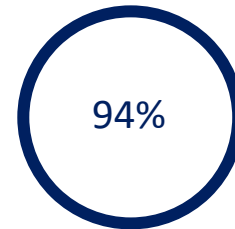
1. Council Workforce



Total Course Completions

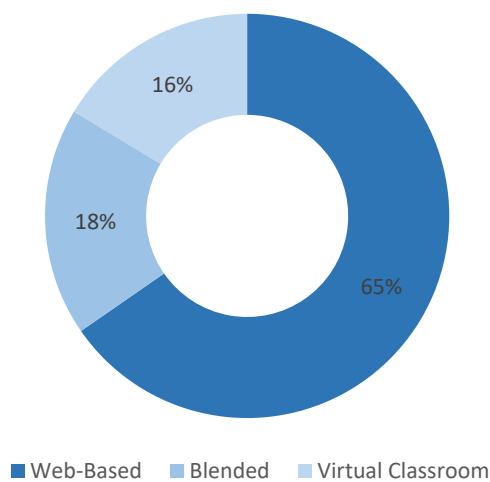


Individuals Accessed Learning

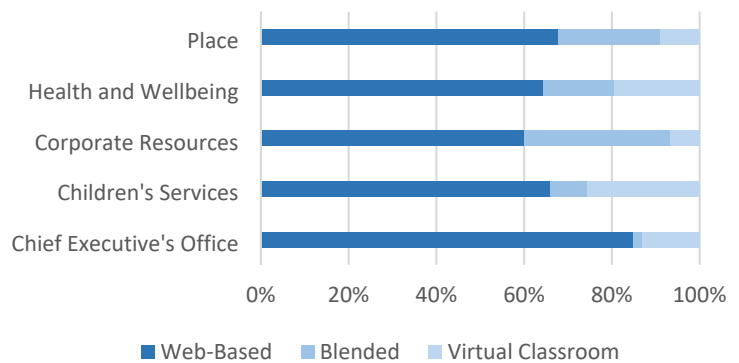


% of Staff

Type of Learning Accessed



Type of Learning Accessed, by Department



Blended Course Titles



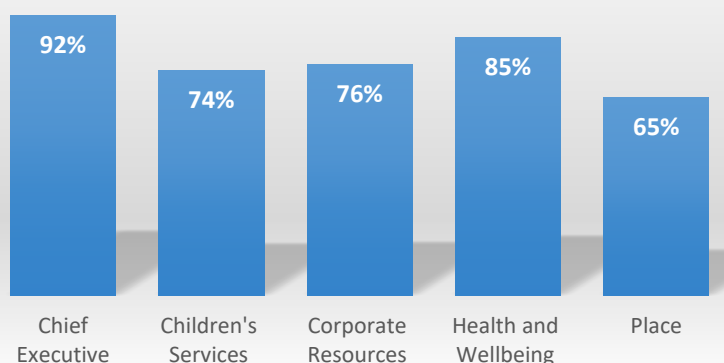
Web Based Course Titles



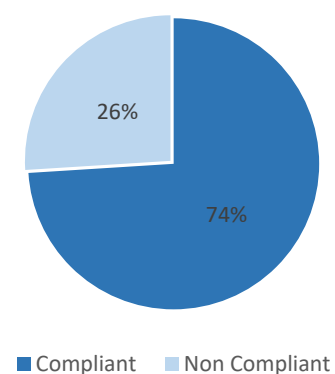
Virtual Course Titles

1.1 Council Learning – Information Security

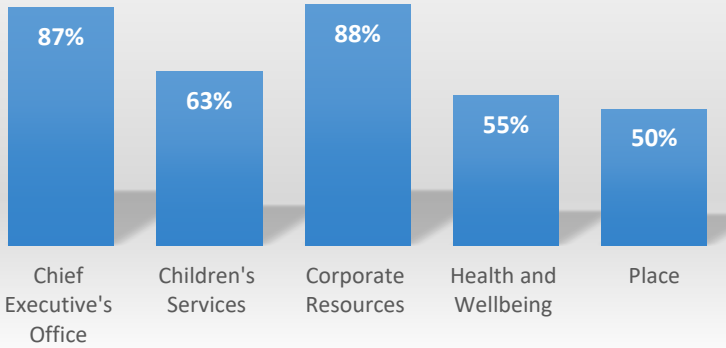
Information Security Compliance by Department



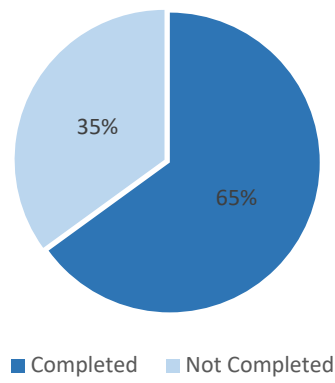
Information Security Training - Organisational Compliance



Equality and Diversity Completion % Per Department - mandatory for all staff



Equality & Diversity Training - Organisational Compliance

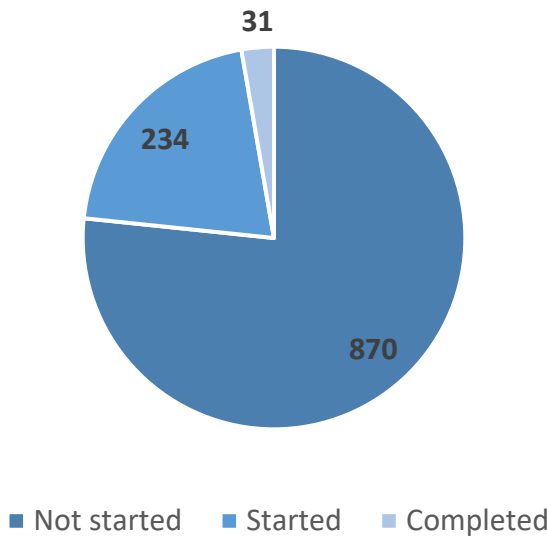


Organisational completion has increased by 14% since last year

Cultural Intelligence eLearning

Cultural Intelligence Accelerator eLearning is a series of three modules to be completed over three weeks, as part of our workforce equality diversity and inclusion programme of learning and development. The eLearning was assigned on 19 July 2022, to 1134 learners, with line management responsibility and continues to be assigned to all new managers coming into the organisation as mandatory learning.

Cultural Intelligence Accelerator eLearning completion



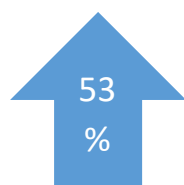
Cultural Intelligence virtual workshops

Cultural Intelligence Accelerator virtual workshops, run alongside the cultural intelligence eLearning, are a series of two virtual sessions, as part of our workforce equality diversity and inclusion programme of learning and development and are mandatory for those with line management responsibility to attend. There has been a huge demand for these sessions.



Equality & Diversity Category of Learning

A number of eLearning packages and virtual workshops are available for learners. These are available within the Council's Learning Management System, Evolve in our Equality & Diversity course category.



Offer of courses within the Equality & Diversity category have increased significantly since September 2021 from 8 to 17 learning opportunities

Course Title	Available From	No. of learners completed
LGBT Awareness eLearning	17/08/2016	120
Mental Health for Managers eLearning	03/11/2016	28
Deafblind Awareness eLearning	27/02/2017	68
Unconscious Bias eLearning	12/08/2020	891
Mental Health and Vulnerability Awareness eLearning	03/12/2020	517
The Equality Act 2010 eLearning	11/02/2021	137
Transgender Awareness eLearning	11/02/2021	85
Make Menopause Matter in the Workplace Virtual Session	30/07/2021	73
An Introduction to the Human Rights Act eLearning	03/11/2021	58
Cultural Intelligence Accelerator eLearning	05/04/2022	31
RESPECT Awareness eLearning	07/04/2022	607
RESPECT Allyship Launch Event Face to Face Session	22/04/2022	83
Cultural Intelligence Virtual Workshops	29/04/2022	4
Trans 101 – Virtual Session	07/06/2022	54
Mental Health with Gethin Jones – Virtual Session	29/06/2022	13
What is Misogyny – Virtual Session	05/07/2022	97
Race and Language – Virtual Session	15/07/2022	50

*The Equality & Diversity eLearning and Unconscious Bias eLearning are auto assigned to all learners as part of the New Starter Learning Programme of packages.

Evaluation and Feedback Data for Equality & Diversity Learning

Equality & Diversity eLearning – Mandatory for all – 1286 learners completed evaluation

Q. 1 Please rate your knowledge/skill **BEFORE** completing this eLearning package



Q. 2 Please rate your knowledge/skill **AFTER** completing this eLearning package



Q. 3 I will be able to apply what I have learnt



Evaluation free text comments from learners

A well designed course with rich contents

Examples were interesting to illustrate points being made

Interesting course which makes you think, reflect and helps you to remain self-aware.

Evaluation and Feedback Data for Equality & Diversity Learning

Unconscious Bias – Mandatory for new starters – 728 learners completed evaluation

Q. 1 Please rate your knowledge/skill **BEFORE** completing this eLearning package



Q. 2 Please rate your knowledge/skill **AFTER** completing this eLearning package



Q. 3 I will be able to apply what I have learnt



Evaluation free text comments from learners

A very difficult issue to deal with, even if you are aware of it!

I enjoyed this elearning and made me more confident in this area and will make me make better decisions and choices

A very eye-opening course, thank you.

Evaluation and Feedback Data for Equality & Diversity Learning

RESPECT Programme eLearning – 479 learners completed evaluation

Q. 1 Please rate your knowledge/skill **BEFORE** completing this eLearning package



Q. 2 Please rate your knowledge/skill **AFTER** completing this eLearning package



Q. 3 I will be able to apply what I have learnt



Evaluation free text comments from learners

A good informative course to promote respect amongst the workplace

Clear, concise and informative, giving thought provoking information to think about.

Excellent piece of training and information - formulated and pulled together in really inclusive way

Evaluation and Feedback Data for Equality & Diversity Learning

RESPECT Programme Launch Event – 38 learners completed evaluation

Q. 1 Please rate your knowledge/skill **BEFORE** completing this eLearning package



Q. 2 Please rate your knowledge/skill **AFTER** completing this eLearning package



Q. 3 I will be able to apply what I have learnt



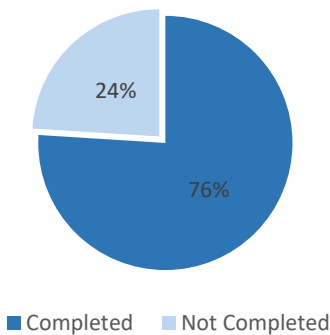
Evaluation free text comments from learners

As a relatively new employee at Bradford council, is so refreshing to feel listened to and valued in my work life

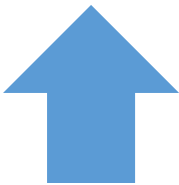
Brilliant presentation and passion from speakers

Excellent session; content was perfect; storytelling was so powerful; everyone was engaged! well done Jody and team.

% of New Starters (with PC Access) completed New Starter Elearning



For managers who have staff without PC access, all the package details are available to download into a PowerPoint to deliver within service.

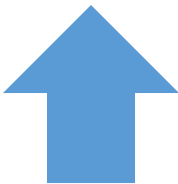


Up by 10% from last year



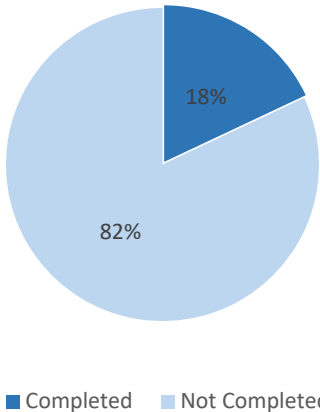
New Starter Learning Programme - Curriculum

Percentage of new starters (with PC access) who have completed the full New Starter Learning Programme. This programme consists of a group of 7 eLearning packages and 1 virtual session. It is automatically added to new starter profiles, with a deadline to complete within 90 days. Reminders are sent to managers and learner to remind them of the completion deadline and when the learning is overdue.



Up by 27% from last year

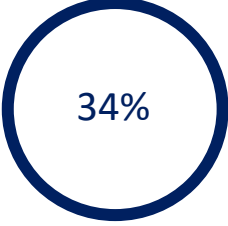
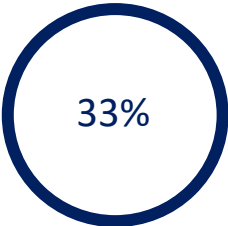



New Starters (with PC access) who attended 'Meet CMT' session



This figure shows attendance only for new starters since 01/09/2021 (n=123).

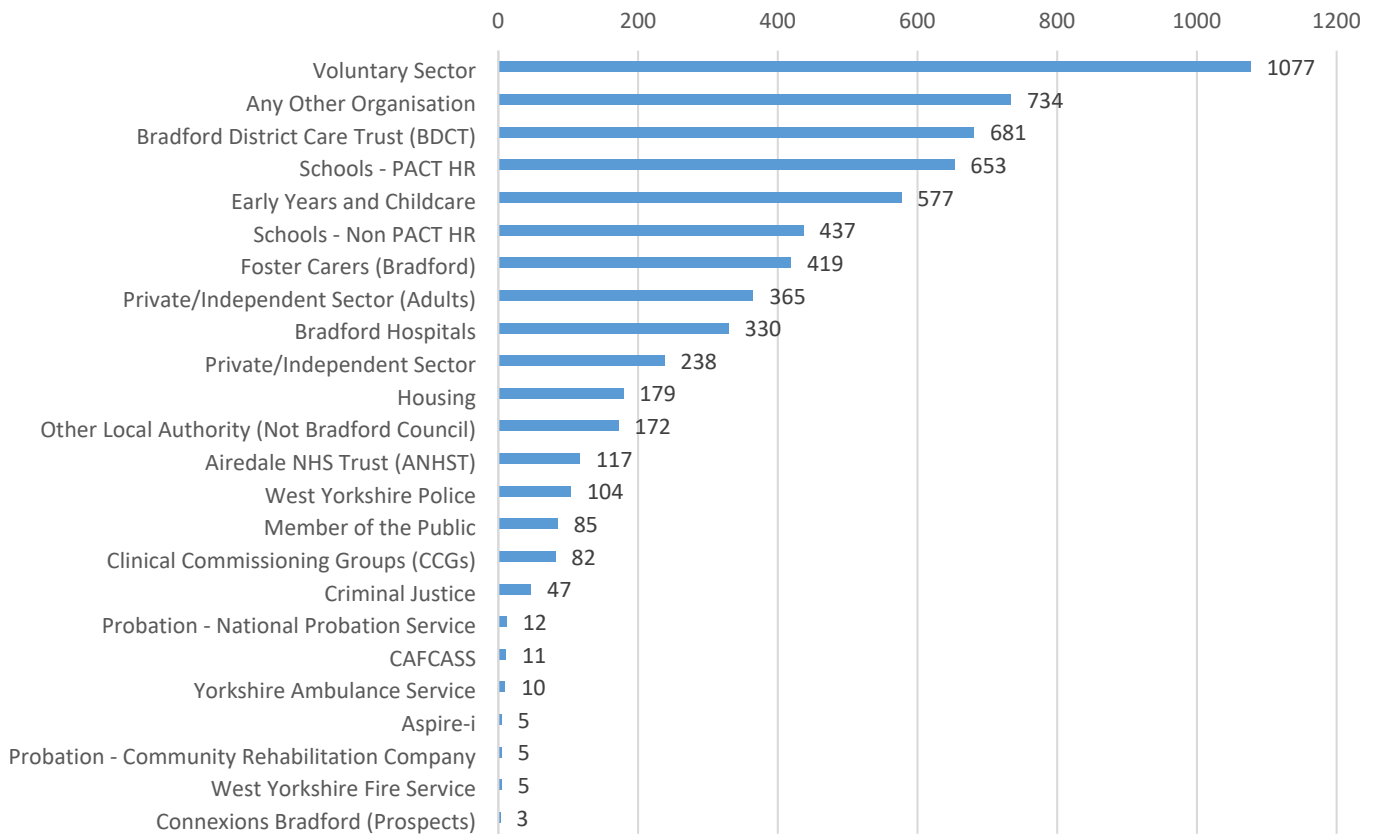
In total 572 places have been available at four virtual sessions and one face-to-face sessions. A total of 390 colleagues attended these sessions, including new starters before 01/09/2021.

Total uptake for these session averages 67% for virtual sessions and 94% for face-to-face sessions.

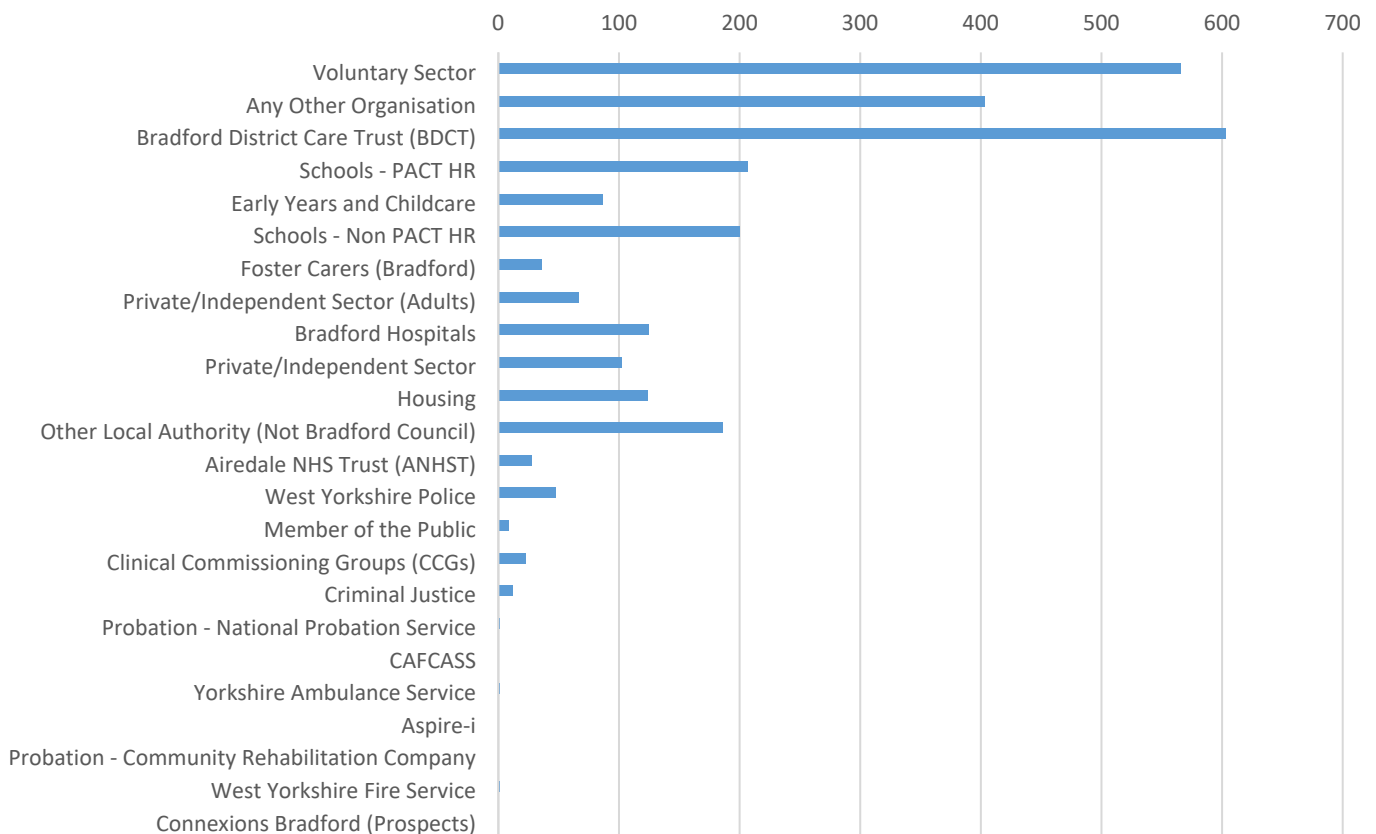
	<p>34% of managers have completed Evolve Performance Training</p> <p>Since 01/09/2021 a combination of virtual and face-to-face sessions have been delivered. Some of these were for specific teams, some were open to all managers. A total of 117 managers attended sessions during this period and in total, 34% of the organisation's managers have now completed this training.</p>
	<p>33% of staff with PC access have completed Evolve Performance Training</p> <p>The web-based learning package Evolve Performance – an Introduction, has been completed 872 times during the past twelve months with a total of 2,044 of our current staff having completed either the web-based or face-to-face learning. A total of 33% of PC users within the organisation have now completed this training.</p>
	<p>16% of staff with PC access have completed Evolve Learn Training</p> <p>During the past twelve months 746 staff members have completed the online learning Introduction to Evolve Learn. In total 985 existing staff members with PC access have completed this learning at least once.</p>
	<p>383 staff members have completed First Aid training</p> <p>During the past twelve months 383 staff members have successfully completed one or more first aid courses (up from 304 in the previous twelve months). In total 1,188 existing staff members (13%) have completed at least one first aid course during their employment.</p>
	<p>76% of staff with PC access have completed one or more EDI course</p> <p>During the past twelve months there have been 3,868 completions of courses in the Equality Diversity and Inclusion category. 39% of staff have completed one or more of these courses in the past twelve months, with 76% having completed one or more of these courses during their employment.</p>

1.5 External Learners

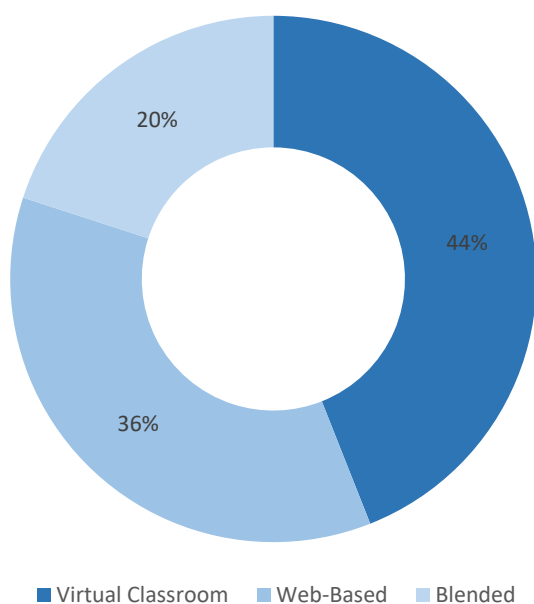
There are currently 6,348 active external learner profiles, relating to 24 different organisation types, as shown in the chart below.



During the past twelve months, these learners have completed 2,829 courses.



External Completions by Delivery Type



20% of external completions were blended (face-to-face) learning. This is an increase from just 5% in the previous year, which was due to Covid restrictions.

44% of external completions were via virtual sessions. These were originally introduced in response to Covid restrictions on face-to-face learning and have proved to be the most popular format for external learners.

36% of external learning was web-based, on-demand online learning.

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Workforce Performance Appraisal Data

Council Performance Review Cycle wef April 2022

1.1 Annual Appraisal / Review

51%

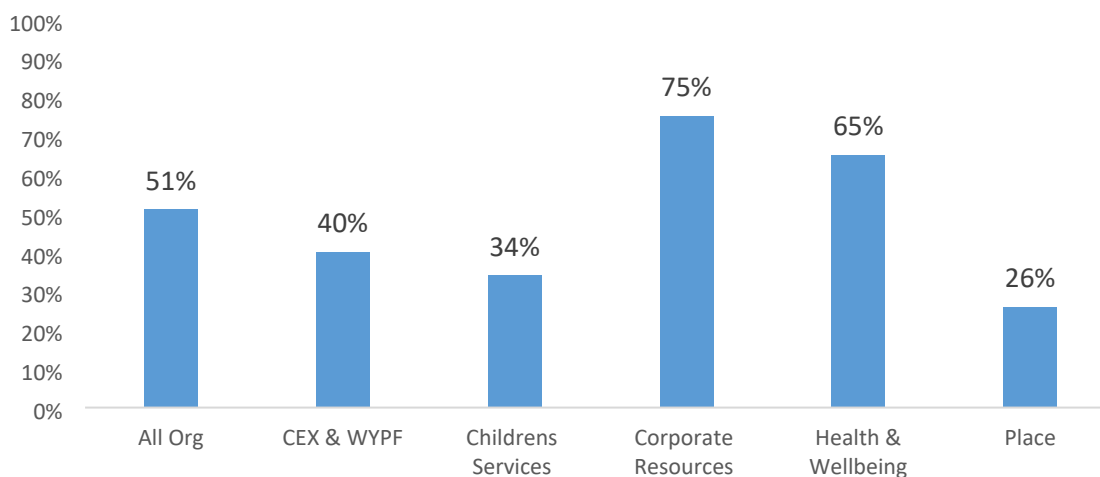
51% of staff have received an appraisal that is recorded in the Council's performance appraisal system to review performance from the previous financial year and set objective for the coming financial year.

% of staff who had an annual appraisal / review, between 1st April and 31st July 2022 and completed the process in the Council performance appraisal system.

*Figures do not include staff in Childrens Services, Education & Learning Service, who complete appraisal based on the academic year, between 1st September & 30th November, to review period 1st September to 31st August.

Split by Department

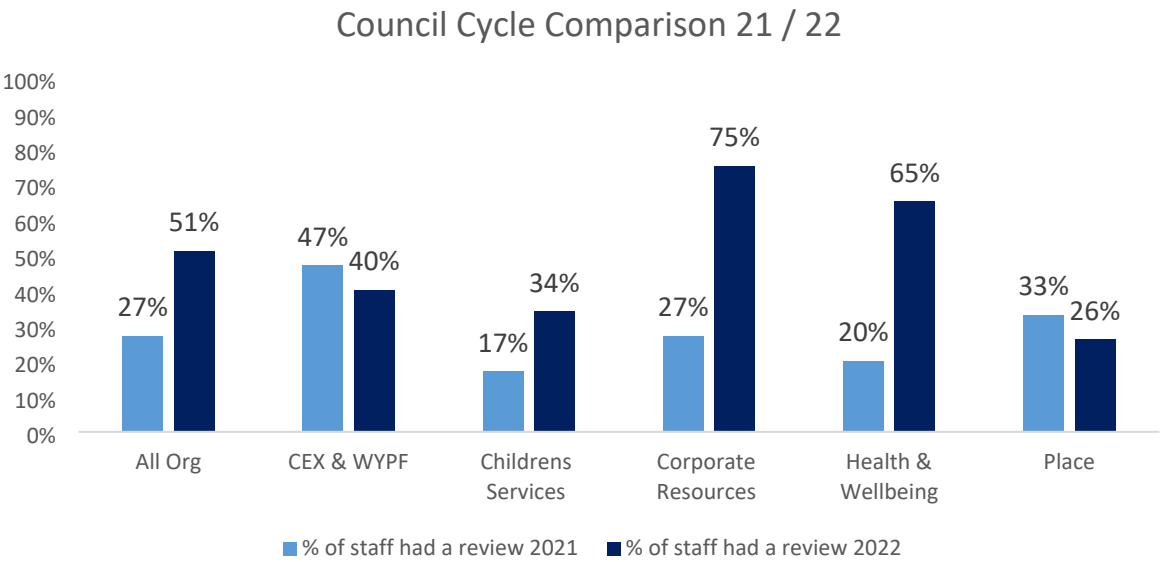
% of staff had a performance review - Council Cycle 2022



For the Council 2021-2022 appraisal cycle, a pilot to auto assign reviews, via Human Resources Team, was undertaken with two services, removing the onus for the manager to assign the review. This proved a successful pilot in increasing completion rates in both services and will be the process moving forward for the organisation for future reviews.

Finance, Procurement & IT, had all reviews completed for 100% of staff by the deadline of 30th June 2022.

Comparison of appraisal review rates for 2021 & 2022 – split by department

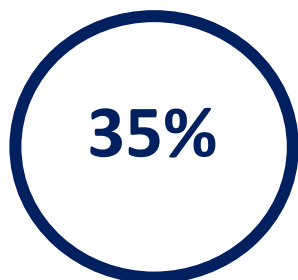


Comparison with appraisal review rates for all recorded years available



*2020 was impacted by the Covid 19 pandemic

2. Performance Goals / Objectives Assigned

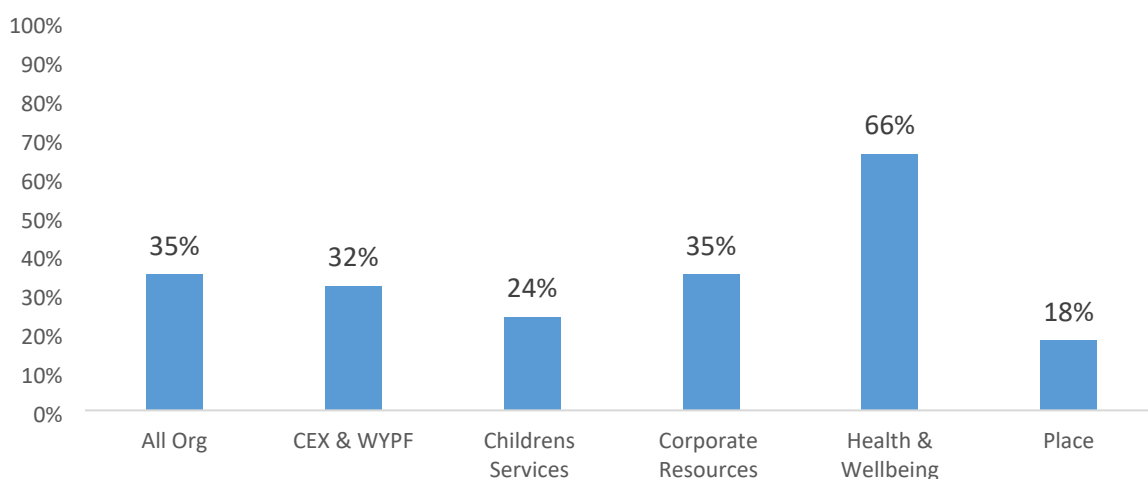


Goals / objectives set by managers and team members, to align with organisational, departmental and service plans, to ensure individual team members are clear of expectations.

An 'active' goal has a start date on or after 1st April 2022, is not completed, archived or on hold.

Goals / objectives can and should be assigned from 1st April and throughout the year, a fluid process to meet changing demands

% of staff with an active performance goal wef 01.04.22



Performance goals / objectives should be updated as and when required, further work needs to be done to link this to regular supervision / 121's.

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Council Workforce Development Plan 2021 – 2024

Draft Council Workforce Development Plan (2021 – 2024)

Phase 4 (2021 – 22)

*Implement career pathways
Implement job families
Inclusion at the heart of
everything we do*

Key activities:

- Continue with outstanding actions from current Workforce Development Strategy
- Deliver Kickstart
- Continue talent development programmes
- Increase OD capacity and capability
- Design and implement job families
- Focus on delivering an inclusive culture
- Develop new talent programme
- New approach to recruitment – implement Success Profiles
- Focus on organisation development with partners across the district (#Team Bradford)
- Review the HR and OD Service offering and structure

Phase 5 (2022 – 23)

*Innovation and creativity
Review Evolve LMS
Increase leadership and
management capability*

Key activities:

- Continually refresh talent management programmes
- Complete implementation of career pathways across the Council
- Refresh targets and measures for our Workforce Development Programme
- Review progress on Apprenticeships, Kickstart and Graduate Development programme
- Focus on performance, attendance and wellbeing
- Develop coaching style of management
- Embed culture where innovation and enthusiasm can thrive
- Review Evolve LMS

Phase 6 (2023 – 2024)

*Complete delivery of our
People Strategy Outcomes*


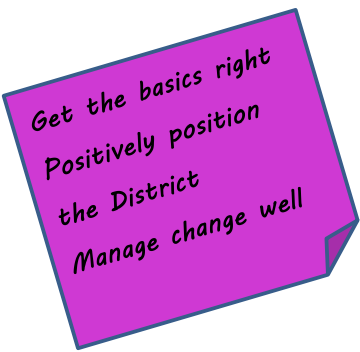

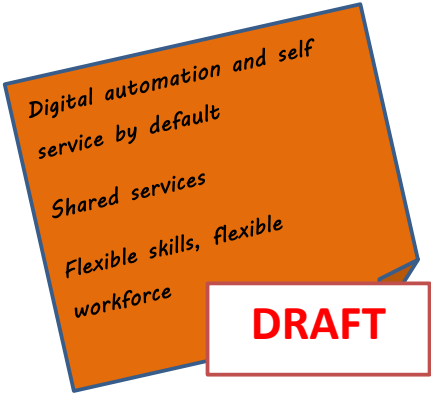
Key activities:

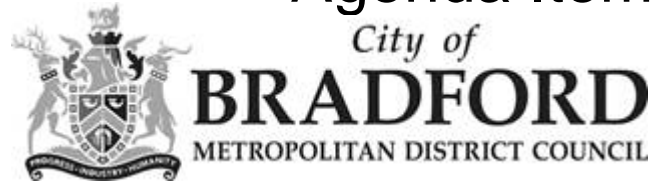
- Refresh workforce planning
- Focus on innovation and creativity
- Complete implementation of people strategy outcomes



BACKGROUND DOCUMENT

Bradford Council Organisation and Workforce Development Strategy 2015-2021

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



Report of the Chair for the Corporate Overview and Scrutiny Committee to the Corporate Overview and Scrutiny Committee meeting to be held on Wednesday 15 September 2022.

K

Subject:

Call for Action Anti-Social Behaviour - Draft Terms of Reference.

Summary statement:

This report presents the DRAFT Terms of Reference for the Call for Action, relating to Anti-Social Behaviour.

EQUALITY & DIVERSITY:

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

Cllr Nazam Azam
Chair of the Corporate Overview and Scrutiny Committee

Portfolio:

**Corporate
Safer and Stronger Communities**

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

Overview & Scrutiny Area:

Corporate

SUMMARY

- 1.1 This report presents the DRAFT Terms of Reference for the Call for Action, in relation to Anti-Social Behaviour across the District.

2. BACKGROUND

- 2.1 At its meeting on Thursday 30 June 2022, the Corporate Overview and Scrutiny Committee considered a Call for Action request from Councillor Brendan Stubbs, into Anti-Social Behaviour the Bradford 2 and 10 areas.
- 2.2 As part of the discussions, Members of the Committee became concerned that Anti-Social behaviour was actually an issue for the whole of the District.
- 2.3 Subsequently the Corporate Overview and Scrutiny Committee decided to undertake an enquiry into anti-social behaviour across the whole of the District.

3. OTHER CONSIDERATIONS

- 3.1 The DRAFT Terms of Reference for this enquiry are attached as Appendix 1 and this also sets out the objectives of the enquiry. A list of interested parties and an indicative timetable is also included.
- 3.2 The Call for Action will make a contribution towards Bradford Councils Strategic Priority of safe and welcoming neighbourhoods.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 There may be finance and resource implications arising from the findings of this enquiry.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 There may be risk management and governance issues arising from the findings of this enquiry.

6. LEGAL APPRAISAL

- 6.1 None.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There are not likely to be any Sustainability Implications arising as a result of the findings of this enquiry.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are not likely to be any Greenhouse Gas Emissions Impacts arising as a result of the findings of this enquiry.

7.3 COMMUNITY SAFETY IMPLICATIONS

There may be Community Safety Implications arising as a result from the findings of this enquiry.

7.4 HUMAN RIGHTS ACT

There may be Human Rights Act Implications arising as a result from the findings of this enquiry.

7.5 TRADE UNION

There are not likely to be any Trade Union implications arising as a result of the findings of this enquiry.

7.6 WARD IMPLICATIONS

This enquiry will have an impact across all wards in the District.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

There may be Corporate Parenting implications from this enquiry.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

There are not likely to be any issues in relation to this, arising from the findings of this enquiry.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 9.1 The committee to adopt the Terms of Reference as proposed, or with any amendments that they may wish to make.

10. RECOMMENDATIONS

- 10.1 That the committee adopts the DRAFT Terms of Reference.

11. APPENDICES

Appendix 1 – DRAFT Terms of Reference for the Call for Action into Anti-Social Behaviour across the District.

12. BACKGROUND DOCUMENTS

Council Constitution.

**City of Bradford Metropolitan District Council
Corporate Overview and Scrutiny Committee**

Call for Action Enquiry into Anti-Social Behaviour across the District

Draft - Terms of Reference

See Part 3E paragraphs 4.1 to 7.2 of the Constitution of the Council.

Background

At its meeting on Thursday 30 June 2022, the Corporate Overview and Scrutiny Committee considered a Call for Action request from Councillor Brendan Stubbs, into Anti-Social Behaviour the Bradford 2 and 10 areas.

As part of the discussions, Members of the Committee became concerned that Anti-Social behaviour was actually an issue for the whole of the District.

Subsequently the Corporate Overview and Scrutiny Committee decided to undertake an enquiry into anti-social behaviour across the whole of the District.

Bradford Council and its partners recognise the serious impact that ASB can have on our residents, communities, and businesses. The aim is to bring incidents of Anti-Social Behaviour (and associated harm), to an end as quickly and decisively as possible. We use the definition of ASB that is found within Part 1 of the ASB, Crime and Policing Act 2014:

- a) conduct that has caused, or is likely to cause, harassment, alarm or distress to any person;
- (b) conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises.

Anti-social behaviour can take many forms and is dealt with by a number of different Teams within the Council as well as by a range of external agencies such as social landlords, the police, mental health trusts and schools.

Key Lines of Enquiry

Members of the Corporate Overview & Scrutiny were in agreement that it was imperative to restore resident confidence that their neighbourhoods are safe as possible. Subsequently, the key lines of enquiry for this enquiry are:

- To understand the legislative, policy and performance context of Anti-Social Behaviour;
- Gaining a broad understanding of anti-social behaviour across the District, who causes it and where it occurs;
- Examining the processes and systems in place to divert young people away from the routes into anti-social behaviour;

- Effectiveness of Bradford Council, it's partners and other authorities to work together, to developing a cohesive response to anti-social behaviour and support those organisations and staff on the front line of service delivery;
- Exploring further preventative steps that Bradford Council and its partners can take to limit the opportunities for types of anti-social behaviour and criminality.

Methodology

The committee will receive and consider a variety of evidence/information provided by a range of interested parties. The Committee may adopt one or more of the following methods to collect evidence/information:

- Relevant documents;
- Relevant data;
- Written submissions from, or meetings with interested parties;
- Undertake relevant visits.

Indicative list of interested parties

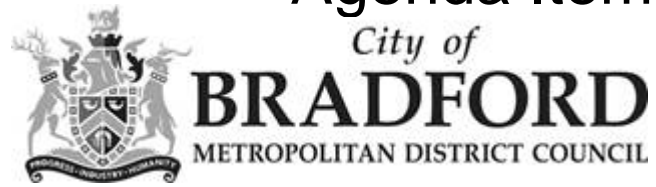
An indicative list of interested parties is provided below. This is not definitive or exclusive and can be developed as the enquiry progresses.

Organisation / Department	Contact
Bradford Council Portfolio Holder.	Cllr Abdul Jabar.
Bradford Council.	Ian Day. Michael Churley. Heather Wilson. Lisa Brett.
West Yorkshire Police.	Inspector Nick Haigh Chief Inspector Dan Ware Sgt Ceri Lloyd.
West Yorkshire Fire Service.	Jemma Burgess. Chris Kovacs.
Incommunities (including Mediation Service)	Cathy Chattaway. Patrick Collins.
Probation Service.	Nick Hawley.
The Bridge Project.	Jon Royle.
School.	
Residents.	
Victims and perpetrators of anti-social behaviour.	

Indicative Timetable

Date	Milestone
Thursday 15 September 2022, 5.00pm, Committee room 1, City Hall.	DRAFT Terms of Reference to be presented to the Corporate Overview and Scrutiny Committee – for discussion and approval.
TBC.	Information gathering session – setting the scene.
TBC.	Information gathering session –
TBC.	Information gathering session –
TBC.	Final report – to be presented to the Corporate Overview and Scrutiny Committee.

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Report of the Chair of the Corporate Overview and Scrutiny Committee to the meeting of Corporate Overview and Scrutiny to be held on Thursday 15 September 2022

L

Subject:

Annual Report for Overview and Scrutiny 2021-22

Summary statement:

This report presents the Draft Annual Overview and Scrutiny Report for 2021-22.

EQUALITY & DIVERSITY:

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

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report presents the draft Annual Overview and Scrutiny report 2021-22, to be considered for adoption.

2. BACKGROUND

- 2.1 Under the Council's Constitution, the Corporate Overview and Scrutiny Committee is required to produce an annual report to Council on the activities of the Overview and Scrutiny Committees.
- 2.2 The remit of all the Overview and Scrutiny Committees covers the Council Priorities of:
- Better skills, more good jobs and a growing economy;
 - Decent homes that people can afford to live in;
 - A great start and good schools for all our children;
 - Better health, better lives;
 - Safe, clean and active communities;
 - A well-run council, using all our resources to deliver our priorities.

3. OTHER CONSIDERATIONS

- 3.1 The Annual Report gives a summary of the key activities of the Overview and Scrutiny Committees in 2021-22, key findings from the Overview and Scrutiny Survey, work carried forward into 2021-22 and a foreword from all the Overview and Scrutiny Chairs.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management across the Council, is a key areas of work for the Corporate Overview and Scrutiny Committee.

6. LEGAL APPRAISAL

- 6.1 None.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.3 COMMUNITY SAFETY IMPLICATIONS

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

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

7.5 HUMAN RIGHTS ACT

None.

7.6.1 TRADE UNION

None.

7.7 WARD IMPLICATIONS

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

7.9 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 9.1 The Committee may wish to choose to adopt the report as proposed, or make any changes they may wish to make.

10. RECOMMENDATIONS

- 10.1 That the Committee adopts the proposed Annual Report with any amendments it may choose to make.

- 10.2 That the Annual Overview and Scrutiny Report for 2021-22 be referred to Council for consideration.

11. APPENDICES

- 11.1 Appendix 1 – Draft Annual Overview and Scrutiny Report for 2021-22.

12. BACKGROUND SURVEY

- 12.1 Overview and Scrutiny Annual Survey.

Overview and Scrutiny in Bradford



Overview and Scrutiny Annual Report 2021-22

Email: scrutiny@bradford.gov.uk



Contents

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Page Number

Welcome	3
Overview and Scrutiny in Bradford	4
Overview and Scrutiny Annual survey results	5
Examples of work undertaken in the past year	6
Looking ahead	9

Dear Councillor

We have the pleasure of presenting the 2021-22 Overview and Scrutiny Annual Report. This report summarises the achievements and contributions made by the Overview and Scrutiny Committees over the last 12 months.

The work of the Overview and Scrutiny Committees is a very important contributor to the delivery of Council Services in a challenging operational environment.

We would like the opportunity to acknowledge and thank all those people who contributed to and supported the work of Overview and Scrutiny and look forward to working with you during the upcoming year.

We are particularly appreciative of the Bradford District Councillors and Co-Opted Members, who sat on our Overview and Scrutiny Committees during the year.

Finally, we are pleased to note the results of the latest Overview and Scrutiny Annual Survey which continue to show positive levels of satisfaction in the overall operation of the scrutiny function. The survey is carried out each year and full details can be found on page 5.

Overview and Scrutiny Committee Chairs 2021-2022



Cllr Nazam Azam
Corporate



Cllr Rizwana Jamil
Health and Social Care



Cllr Geoff Winnard
Children's Services



Cllr Kamran Hussain
Regeneration and
Environment

Overview and Scrutiny in Bradford

Bradford Metropolitan District Council has four Overview and Scrutiny Committees.

Two of the Committees also have additional “co-opted” members.

The Committees are: -

- Corporate Overview and Scrutiny Committee;
- Children’s Services Overview and Scrutiny Committee;
- Health and Social Care Overview and Scrutiny Committee;
- Regeneration and Environment Overview and Scrutiny Committee.

And their role is to: -

- act as a “critical friend” to the Council’s leadership (the Executive) and senior officers;
- drive improvement in public services;
- enable the concerns of the public to be heard;
- consist of independently minded people who decide their own agenda and how they will do their work.

A total of 43 members and 7 Co-opted members were engaged with Overview and Scrutiny.

The Committees take a thoughtful, evidence based approach to the areas of work they address, which also includes listening to different officers, organisations and the public on topics that are of interest and / or concern to them.

Our meetings are open to the public and we always welcome contributions from people who attend our meetings or send us their views.

Overview and Scrutiny Annual Survey 2021-22

Responses – survey carried out April/May 2022

Overall response rate: 36%

Total surveyed: 207

Total number of responses (n): 75

Councillors (all): 23

Co-opted Members and officers (Council and external): 52

Number of O&S Committee meetings attended by respondents: 0-3 meetings = 70%; 4+ meetings = 30%

Comment

In line with the trend over recent years, there has been a decrease in the number of responses received. This may reflect the decrease in scrutiny activity over time and in particular, the last 2 years.

Overall, the results remain broadly stable. As in previous surveys, the area where satisfaction is lowest concerns the level of public involvement in the scrutiny function.

Results

Question	Very Satisfied	Fairly Satisfied	Neither Satisfied nor Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
<i>Overall, how dissatisfied or satisfied are you with the general operation of overview and scrutiny in Bradford District?</i>	16%	44%	21%	16%	3%
<i>How dissatisfied or satisfied are you with the level of public involvement in the scrutiny process?</i>	4%	28%	43%	21%	4%

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
<i>O&S effectively acts as acts as critical friend to the Council's leadership, senior officers and partners</i>	12%	61%	19%	4%	4%
<i>O&S contributes to improving services in Bradford District</i>	8%	57%	16%	3%	8%

Examples of work undertaken in the past municipal year

During the year, the Committees have looked at a wide range of issues which have been of interest and concern to a wide ranging audience. Set-out below are three detailed examples of the work undertaken by the Overview and Scrutiny Committees in Bradford during the municipal year 2021-22.

Hate Crime Scrutiny Review

Corporate Overview & Scrutiny Committee undertook this scrutiny review in order to review the effectiveness of approached being undertaken by Bradford Council and its partners in addressing Hate Crime across the District, as well as recommending improvements in tackling Hate Crime across the District.

During the course of the information gathering sessions for this scrutiny review. Corporate Overview & Scrutiny Committee members have engaged widely with individuals and communities. Also consulted widely with representatives of communities who are vulnerable to prejudice, those partner organisations who are responsible for protecting and supporting victims of Hate Crime and Bradford Council Officers.

The key findings and scrutiny review recommendation centred around the following areas:

- Under reporting of Hate Crime across the District;
- A lack of understanding amongst individuals and communities, about what Hate Crime is;
- Having a more co-ordinated approach across the District to address Hate Crime;
- Resources required to support victims of Hate Crime, as well as undertaking preventative work;
- Communicating key Hate Crime messages across the whole of the District.

Members of the Corporate Overview and Scrutiny Committee will be scrutinising the progress made against the Scrutiny Review recommendations.

Covid-19 Pandemic 2020/21 – 2021/22

During the 2020/21 Municipal Year, the activity of Health and Social Care Overview and Scrutiny Committee was dominated by scrutiny of the Covid-19 pandemic. The Committee operated a rolling three-month work programme which meant that it could prioritise items that arose in a timely and flexible manner, for example the roll-out of the vaccination programme. The Committee also scrutinised and made recommendations concerning access and changes to primary care and GPs, the reopening of face-to-face advice services and the reintroduction of in-person day services for people with learning disabilities. The Committee also scrutinised broader trends around health inequalities and Covid-19 and the impact of the pandemic on the work of the sector inspectorate, the Care Quality Commission. As the pandemic has continued to have an impact on residents and services much of this activity carried forward to the 2021/22 work programme and has included scrutiny of services for carers and home support.

West Yorkshire Joint Health Overview and Scrutiny Committee

At the start of the 2021/22 Municipal year, as one of two Bradford MDC representatives on the Committee, Cllr Vanda Greenwood was appointed Chair of the West Yorkshire Joint Health Overview and Scrutiny Committee. During the year the Joint Committee considered, among other things, the governance implications of the Health and Care Bill as it passed through Parliament, the constitution of the West Yorkshire Integrated Care Board, workforce issues across the health and care sector and the provision of ambulance services across West Yorkshire.

The Committee also formed a working group to consider the establishment of the Nightingale Hospital in Harrogate. The working group produced a report with a number of recommendations which included that there should be a review of intensive care capacity and an urgent review of oxygen capacity in West Yorkshire's Acute Hospitals. The report and recommendations were adopted by the Committee and were sent to Baroness Hallett in her role as Chair of UK Covid-19 Inquiry. The Chair of the Inquiry has passed the report to Solicitor's Team which is responsible for collecting evidence for the Inquiry. During the year the Committee also wrote to the Secretary of State for Health and Social Care with its views on the White Paper, *Integration and Innovation: working together to improve health and social care for all*.

Call-In

There have been no Call-Ins.

Engaging the Public

As well as publishing our agenda and reports on the internet, we now also promote our work through local media.

When scrutiny meetings are considering controversial subjects or matters of public interest, we often get several members of the public attending.

Complete Work Programmes for each Committee are available by contacting the appropriate Overview and Scrutiny Lead.

Corporate

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Regeneration and Environment

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Looking Ahead

It is important that we consider the Overview and Scrutiny activity carried out this year, in order to continue to improve the way in which Overview and Scrutiny operates in Bradford.

However, there are some big challenges in the upcoming year and set-out below are some of the key areas of work for Overview and Scrutiny.

Detailed Scrutiny Reviews

Members of Corporate Overview and Scrutiny have been concerned at the level of Hate Domestic Violence across the District and have subsequently decided to undertake a Scrutiny Review into this area.

Children's Services Overview and Scrutiny agreed a programme of detailed scrutiny reviews are currently undertaking a detailed scrutiny review into Elective Home Education across the District.

At its meeting on Tuesday 15 March 2022, Council resolved that Children's Services Overview and Scrutiny undertake a detailed scrutiny review into Child Poverty in the District.

Call for Action Enquiry

Following a member request and concerns raised by residents, Corporate Overview & Scrutiny members agreed to undertake a Call for Action enquiry regarding Anti-Social Behaviour.

Ofsted Inspection of Looked after Children

Following the Ofsted Inspection, the Children's Services Committee will be closely monitoring the progress being made against the Children's Services Improvement Plan.

Establishing the Children's Trust

The Children's Services Overview & Scrutiny Committee will be scrutinising the transition to the transition to Bradford's Children's Services Company.

'Culture is our Plan' and City of Culture 2025

The Regeneration and Environment Overview & Scrutiny Committee will be scrutinising the delivery of the Cultural Strategy and the establishment of governance arrangements following the designation of Bradford District as City of Culture 2025.

Biodiversity, use of pesticides and the Local Nature Recovery Strategy

At the request of Full Council, the Regeneration and Environment Overview & Scrutiny Committee will be scrutinising the use of glyphosate herbicides by the Council and the Local Nature Recovery Strategy. The Committee will also be scrutinising the implications of the '10% net gain' of biodiversity value that will be required for all new developments as introduced by the Environment Act 2021 which is due to come into force in November 2023.

Health and Social Care Overview and Scrutiny Committee

The Committee will continue to scrutinise the implications of the Covid-19 pandemic and the impact on, and recovery of, services such as primary care GP services and waiting times for hospital treatment. In addition, Members will be scrutinising maternity services, cancer services and respiratory health, and adult social care services such as home support and services for carers.

Dentistry

The West Yorkshire Joint Health Overview and Scrutiny Committee will be scrutinising the provision of and access to dentistry services and the possible implications of the Health and Care Act 2022 on how services will be provided and organised in the future.



Report of the Chair of the Corporate Overview and Scrutiny Committee for the meeting to be held on Thursday 15 September 2022

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Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2022/23.

Summary statement:

This report includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23. The Committee is asked to consider which items it wishes to include in the work programme.

EQUALITY & DIVERSITY:

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

Cllr Nazam Azam
Chair – Corporate Overview and Scrutiny
Committee

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

Portfolio:

**Corporate
Community Safety**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes proposed items for the Corporate Overview and Scrutiny Committee work programme for 2022/23, which are attached as appendix 1 to this report.
- 1.2 A list of unscheduled topics is attached as Appendix 2 to the report.

2. BACKGROUND

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

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).
- 3.2 The remit of this Committee also includes:
 - the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
 - supporting the Executive through its contribution towards the improvement of the Council’s performance;
 - co-ordinating the development of the Overview and Scrutiny role within the Council.
- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.
- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.
- 3.5 As well as this, Corporate Overview & Scrutiny members are currently undertaking a detailed scrutiny review into Domestic Violence across the District.
- 3.6 At its meeting on Thursday 30 June 2022, the Corporate Overview & Scrutiny Committee agreed to undertake a Call for Action enquiry in relation to Anti-Social Behaviour across the District.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 None.

6. LEGAL APPRAISAL

6.2 None.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.3 COMMUNITY SAFETY IMPLICATIONS

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

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

7.4 HUMAN RIGHTS ACT

None.

7.5 TRADE UNION

None.

7.6 WARD IMPLICATIONS

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

7.7 IMPLICATIONS FOR CORPORATE PARENTING

None.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 The Committee may choose to add to or amend the proposed items to be included in the 2022-23 work programme for the committee.

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

10. RECOMMENDATIONS

10.1 That members consider and comment on the areas of work to be carried forward into this municipal year.

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

11. APPENDICES

Appendix One – 2022-23 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

2021-22 Corporate Overview and Scrutiny Committee Work Programme.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 30th June 2022 at City Hall, Bradford.			
Chair's briefing 09/06/22. Report deadline 16/06/22.			
1) Referral from Governance and Audit.		Mustansir Butt	The Committee agreed that the Social Value Procurement Policy be considered, when the policy is reviewed.
2) Councillor Call For Action - Anti-Social Behaviour in the Bradford 2 and Bradford 10 Areas.		Mustansir Butt	The Committee agreed to undertake a review into anti-social behaviour, across the whole of the District.
3) Commissioning of Drug and alcohol services.		Sarah Possingham..	£2m Procurement - Constitutional requirement.
4) Welfare Advice Services.		Sarah Possingham.	£2m Procurement - Constitutional requirement.
5) Procurement relating to the End User Computing.		Keith Hayes.	£2m Procurement - Constitutional requirement.
6) Draft 2022-23 Work Programme.	Areas of work to be covered in this municipal year.	Mustansir Butt.	Also includes recommendations made by Corporate Overview & Scrutiny Committee in the last municipal year.
Thursday, 21st July 2022 at City Hall, Bradford.			
Chair's briefing 29/06/22. Report deadline 07/07/22.			
1) 2021-22 Annual Performance Outturn.		Ruth Davison.	
2) Finance Position Statement for 2021-22.		Chris Chapman/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 15th September 2022 at City Hall, Bradford.			
Chair's briefing 25/08/22. Report deadline 01/09/22.			
1) Bradford District Anti-Poverty Co-ordination Group/Period Hygiene Poverty. Possingham.	Specifically focusing on recommendation from Thursday 16 the Council and its Partners, along with outcomes that have been achieved. Also to include the impact of the reductions in Universal Credit and other financial support that the Council has provided to residents, which is no longer available.	Kevin Brain/Michelle the mapping of anti-poverty work across Taylor/Sarah	Corporate Overview & Scrutiny Committee September 2021.
2) Bradford Council Workforce Development Strategy 2015-2021.	This Committee requests that the new Workforce Development Strategy be presented to this Committee in 12 months.	Anne Lloyd.	Corporate Overview & Scrutiny Committee Recommendation from Thursday 16 October 2021.
3) Call-For Action Enquiry into Anti-Social Behaviour across the District.	Draft Terms of Reference.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Thursday 21 July 2022.
4) Overview & Scrutiny Annual Report 2021-22.		Mustansir Butt.	Council Constitution requirement.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 13th October 2022 at City Hall, Bradford.			
Chair's briefing 22/09/22. Report deadline 29/09/22.			
1) Stonewall Quality Standard.	To include the process and costs associated with this, along with value for money.	Anne Lloyd/Khalida Ashrafi/Jenny Cryer.	Corporate Overview & Scrutiny Committee recommendation from Thursday 14 October 2021.
2) Equalities.	Delivery of outcomes against the Equality Action Plan. Quarterly Equalities Performance Report.	Jenny Cryer/Khalida Ashrafi.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 October 2021.
3) Refreshed Equality Plan.		Khalida Ashrafi/Jenny Cryer.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 13th October 2022 at City Hall, Bradford.			
Chair's briefing 22/09/22. Report deadline 29/09/22.			
4) The use of agency staff and contracted staff, in relation to the changing nature of their work and developmental opportunities.		Anne Lloyd.	Corporate Overview & Scrutiny Committee Recommendation from Thursady 16 October 2021.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 10th November 2022 at City Hall, Bradford.			
Chair's briefing 20/10/22. Report deadline 27/10/22.			
1) Armed Forces Covenant.	To report on progress and to also focus on: expected legislative changes; - Development in relation to the Armed Forces Hub; - The work being provided through the Health Service.	Helen Johnstone. Impacts of the	Corporate Overview & Scrutiny Committee recommendation from Thursday 11 November 2021.
2) Second Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
3) The Social Value Procurement Policy be considered, when the policy is reviewed.		Chris Chapman.	Referral from Governance and Audit Committee, on 21 April 2022. Corporate Overview & Scrutiny Committee recommendation from Thursday 21 July 2022.
4) Road Safety.	To focus on the safer communities remit of the committee - dangerous driving and steerside.	Simon D'Vali.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 8th December 2022 at City Hall, Bradford.			
Chair's briefing 17/11/22. Report deadline 24/11/22.			
1) Progress against the Hate Crime Scrutiny Review Recommendations.		Mahmood Mohammed/Charles Dacres.	Deferred from the Corporate Overview & Scrutiny Committee meeting on Thursday 10 March 2022.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 8th December 2022 at City Hall, Bradford.			
Chair's briefing 17/11/22. Report deadline 24/11/22.			
2) Safer Communities Plan Performance.	To also include quarterly performance report, including RAG rating.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny recommendation from Thursday 9 December 2021.
3) Private Hire and Hackney Carriage Service - Finance and Performance.		Carol Stos.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 December 2021.
4) Stronger Communities Strategy.		Ian Day/Mahmood Mohammed.	Corporate Overview & Scrutiny Committee recommendation from Thursday 19 November 2020. Re-scheduled to June 2022 at the request of officers, as all the projects will not have been evaluated due to the loss of the evaluator.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 12th January 2023 at City Hall, Bradford.			
Chair's briefing 22/12/22. Report deadline 29/12/22.			
1) District Plan.	Performance against the District Plan together with outcomes delivered, be presented to the Committee in 12 months. consultation findings to also be presented to this Committee, when they are available.	Jenny Cryer/Sadia Hussain. The	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 January 2022.
2) Council Plan.		Ruth Davison.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 12th January 2023 at City Hall, Bradford.			
Chair's briefing 22/12/22. Report deadline 29/12/22.			
3) Gambling.	Progress against the gambling cross departmental action plan, be presented to January 2022.	Sarah Muckle/Frances Towers/Sarah Exall.	Corporate Overview & Scrutiny Committee recommendation from Thursday 13 the Committee, which also includes:
4) Work Planning.	<ul style="list-style-type: none"> - Clear outcomes; - Educational awareness programmes being undertaken. There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Thursday, 9th February 2023 at City Hall, Bradford.			
Chair's briefing 19/01/23. Report deadline 26/01/23.			
1) Third Quarter Financial Position Statement.		Chris Chapman/Andrew Cross.	
2) Implementation of Universal Credit across the District.	To also focus on the:	Jagdeep Kang/Jane	Corporate Overview & Scrutiny Committee O'Conner. recommendation from
hursday 10	February 2022. District; - Inclusion of historical data.		- Roll-out of Universal Credit in the
3) Council Tax.		Jagdeep Kang/Jane O'Conner.	Corporate Overview & Scrutiny Committee recommendation from hursday 10 February 2022.
4) Business Rates.	To also focus on the impact of	Jagdeep Kang/Jane the Governments Business	Corporate Overview & Scrutiny Committee Rate Review. O'Conner.
recommendation from hursday 10			February 2022.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 9th March 2023 at City Hall, Bradford. Chair's briefing 16/02/23. Report deadline 23/02/23. 1) ISG.	To also specifically focuses on the apprenticeship offer disabled staff, supporting them to develop their skills and experience. Which also specifically focuses on the apprenticeship offer from ISG, for its disabled staff, supporting them to develop their skills and experience.	Ben Middleton/Peter from ISG, for its	Corporate Overview & Scrutiny Committee Keeley. recommendation from Thursday February 2022.
2) Prevent.	Progress and to also focus on outcomes delivered from projects. Review of the National Findings of the Independent National Review. Prevent Programme, be presented to this Committee, when they are available.	Ian Day/Danielle King.	
3) Quarterly Safer Communities Performance reporting.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 9 December 2021.
4) Welfare Advice Services.	That a review of its previous contracted delivery, be undertaken and presented to this Committee.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
5) Drugs and Alcohol Strategy.	The Drug and Alcohol Strategy be presented to this Committee, when it is available.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
6) Alcohol and Drugs Services.	That a report relating to the level of support available for children living in families where there is an addiction, be presented to this Committee.	Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 30 June 2022.
7) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Thursday, 6th April 2023 at City Hall, Bradford. Chair's briefing 16/03/23. Report deadline 23/03/23.			
1) Volunteering.	Focusing on an update on the impact of	Ian Day/Mahmood	Corporate Overview & Scrutiny Committee
Recommendation from Thursday 10		the VCSE Service Improvement	Mohammed.
	Programme and the		Volunteer Co- March 2022.
	ordinator to support volunteering across		
	the District.		
2) Work Planning.	There is a need to regularly review the	Mustansir Butt.	
	work programme, in order to prioritise and		
	manage the work.		

Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Comments
1	Domestic Violence Scrutiny Review.	Mustansir Butt.	Ongoing.
2	The Committee agreed to undertake a review into anti-social behaviour, across the whole of the District.	Mustansir Butt.	Councillor Call For Action - Anti-Social Behaviour in the Bradford 2 and Bradford 10 Areas, received from Cllr Brendan Stubbs.

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