

## Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 1 December 2016 at 5.30 pm in Committee Room 1 - City Hall, Bradford

### Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	THE INDEPENDENTS
BM Smith Rickard Cooke	Warburton Duffy Green Arshad Hussain Watson	J Sunderland	Naylor

### Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	THE INDEPENDENTS
Mallinson Townend M Pollard	Greenwood T Hussain Thirkill Jamil Shaheen	Ward	Hawkesworth

### Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

### From:

Parveen Akhtar  
City Solicitor  
Agenda Contact: Yusuf Patel  
Phone: 01274 434579  
E-Mail: [yusuf.patel@bradford.gov.uk](mailto:yusuf.patel@bradford.gov.uk)

### To:



## A. PROCEDURAL ITEMS

### 1. ALTERNATE MEMBERS (Standing Order 34)

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

### 2. DISCLOSURES OF INTEREST

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

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

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

*Notes:*

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

### 3. MINUTES

**Recommended –**

**That the minutes of the meetings held on 19 October and 3 November 2016 be signed as a correct record (previously circulated).**

(Yusuf Patel – 01274 434579)



#### 4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel - 01274 434579)

#### 5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

There were no referrals made to this Committee at the time of the publication of this agenda.

(Yusuf Patel – 01274 434579)

### B. OVERVIEW AND SCRUTINY ACTIVITIES

#### 6. PROPERTY PROGRAMME PROGRESS REPORT

1 - 22

The Director of Finance will submit a report (**Document “Y”**) which sets out the overall progress made by the Property Programme (formerly b-works) to date and on the 2016/17 projects. The report also highlights the future direction of the Programme.

**Recommended –**

**That the Corporate Overview & Scrutiny Committee considers the contents of Document “Y” and comments on the progress made by the Property Programme.**

(Stephanie Moore - 01274 432256)



**7. UNIVERSAL CREDIT**

23 - 34

The Director of Finance will submit a report (**Document “Z”**) which sets out progress in rolling out Universal Credit, both locally and nationally, and the support arrangements that have been introduced to support residents claiming Universal Credit.

**Recommended –**

**That Corporate Overview and Scrutiny Committee consider the issues raised in Document “Z” the likely impacts on the district’s residents, the Council, and other providers and agencies and provide any comments and views for consideration by the local delivery partnership.**

(Martin Stubbs – 01274 432056)

**8. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2016/17**

35 - 48

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “AA”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2016/17.

**Recommended –**

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

(Mustansir Butt - 01274 432574)

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



# Report of the Strategic Director of Regeneration to the meeting of Corporate Overview & Scrutiny Committee to be held on 1<sup>st</sup> December 2016.

Y

---

**Subject:**

**Property Programme Progress Report**

**Summary statement:**

This report sets out the overall progress made by the Property Programme (formerly b-works) to date and on the 2016/17 projects. The report also highlights the future direction of the Programme.

---

Mike Cowlam  
Strategic Director Regeneration

**Portfolio:**

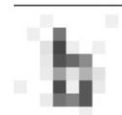
**Regeneration**

Report Contact: Stephanie Moore  
Phone: (01274) 432256

**Overview & Scrutiny Area:**

E-mail:  
[stephanie.moore@bradford.gov.uk](mailto:stephanie.moore@bradford.gov.uk)

**Corporate**



## 1. SUMMARY

This report sets out the overall progress made by the Property Programme to date and provides an update on the principal projects undertaken since the previous update on 3rd December 2015. The report also outlines the future direction of the programme.

## 2. BACKGROUND

**2.1** The Property Programme is a ten year 'invest to save' strategy to deliver a well managed and fit for purpose estate that enables staff to work in a more agile way through New Ways of Working. The programme was based on a financial model that generated revenue savings and capital receipts from reducing the Council's operational estate, and then used those savings and capital receipts to improve the Council's retained estate (and the management of it). The programme was agreed by Executive in October 2007 and fully mobilised in 2009.

**2.2** The Programme is in year 9 of a 10 year resourced programme that was originally devised as the Council's Property Estate was not being strategically managed<sup>1</sup>. This had resulted in:

**2.2.1** An accumulation of known backlog maintenance of over £65million<sup>2</sup>.

**2.2.2** The increasing risk that buildings were not compliant with Health & Safety and building regulations.

**2.2.3** Poor quality information about the condition of buildings

**2.2.4** An estate that was too large and costly for the Council's needs, and was not fit for purpose.

**2.3** The Programme initially had two key areas of activity:

**2.3.1** Undertaking 'Invest to Save' projects that result in revenue savings and capital receipts by vacating properties. This is principally undertaken by the Council's Estate teams:

**2.3.1.a** The Estates Programmes team identifies properties that can be vacated and undertakes the work necessary to vacate/relocate. The Programmes team also now includes the New Ways of Working team that help implement flexible working with staff and reduce the amount of office space required (on a 7/10 workstation to employees ratio).

**2.3.1.b** The Estates Operations Team disposes of the surplus properties/land and manages lease/license agreements as appropriate.

---

<sup>1</sup> Responsibility for buildings was held by departments, rather than a strategic Facilities Management service.

<sup>2</sup> At the start of the programme approximately half of the Council's estate had Condition surveys. When the remaining properties had surveys undertaken, the figure was closer to £100m. A rolling 5 year programme of condition surveys is now in place.

**2.3.2** The Facilities Management Team undertakes the work required to improve the quality and management of the retained occupied estate. Essentially by re-investing the revenue savings and capital receipts generated by the 'Invest to Save' elements.

### **3. OTHER CONSIDERATIONS**

- 3.1** A prosperous city centre is recognised as key to the regeneration of the District. One of the prime objectives of the Programme is to increase the Council workforce presence in the city centre, and as a result of this Programme an additional 3,000 Council employees are now working from City Centre bases.
- 3.2** The Council must continue to address backlog maintenance in its retained estate to minimise any risk to the health and safety of its customers and staff. In order to achieve this it must deliver the improvements within an agreed schedule of improvements in a timely manner.
- 3.3** In 2015/16 the level of capital investment was reduced by 50% from approximately £4m to £2m, this reduction recognises the improvement in the quality of the estate achieved from the previous year's investment, which has increased from approximately £8 per square metre to an average of £15 per square metre as a result of the Programme. This is in line with national recommendations for property maintenance. However, it should be noted that Bradford's estate is diverse and many of the properties are Victorian (and some are listed) and earlier, with repair costs in many instances that far exceeds this investment standard per square metre.

### **4. FINANCIAL & RESOURCE APPRAISAL**

#### **Main Issues**

#### **Progress to Date – Achieved and Planned to end of 2016-17**

- 4.1** By the end of 2016/17 it is projected that the Programme will have delivered:
- 4.1.1** £7.3m of on-going per year gross revenue savings from vacating over 69 properties. The savings from the start of the Programme to the end of 2016/17 total £27.2m and will be equivalent to £42m by the end of the Programme in 2018/19.
- 4.1.2** Vacating the buildings has reduced operational floor space occupied by approximately 83,000 m<sup>2</sup> (25%) – equivalent to in excess of 8 Jacobs Wells, with a further 14,000m<sup>2</sup> in the pipeline. Appendix 1 details the buildings vacated and the savings generated.
- 4.1.3** Additionally approximately 50 Community Asset Transfers applications are currently in the process of being assessed. See Appendix 2, Copy of CAT Register by Ward).
- 4.1.4** £39m of capital receipts from disposing of surplus properties. An additional benefit to the district is that many of the surplus properties are subsequently redeveloped by the purchasers thus aiding regeneration.

- 4.1.5** Over £50million<sup>3</sup> of backlog maintenance reductions from investing in retained premises and disposing of surplus properties. Investments have typically targeted Priority 1 works (the highest priority), helping to significantly improve the quality and sustainability of the Councils retained estate.

	2008/09	2011/12	2013/14	2015/16
Operational Estate 000s m2	311	285	248	223
Non Operational Estate	27	26	26	37
	338	312	274	260
P1 Backlog Maintenance £ms	67	54	31	26
P1-P3 Backlog Maintenance £ms	96	79	59	56
P1 as %age of total	70%	68%	52%	47%

- 4.1.6** The Programme has also overseen the centralisation of the Facilities Management function; procured and implemented a unified Facilities Management system and invested in building condition surveys to improve the strategic management of the Council's estate.

- 4.1.7** The Programme has delivered the infrastructure necessary to enable Flexible and Mobile working. This has involved:

**4.1.7.a** Rolling out a Corporate Electronic Document management system to services across the Council. The system now has approximately 3,600 users.

**4.1.7.b** Providing IT equipment to enable Flexible Working. Approximately 3,000 staff are equipped and trained to be flexible workers enabling service improvement and reductions in the requirement for office accommodation.

**4.1.7.c** The creation of a corporate mail, print, scanning and archives service to improve the management and security of information whilst also delivering print and mail efficiencies and reducing the requirement for storage space in other properties.

**4.1.7.d** A corporate managed print service to enable users to print securely from any location and improve the quality of the printer estate.

- 4.1.8** To deliver the above benefits the Programme will have incurred approximately £15.4m of revenue expenditure and £52m of capital expenditure from the start of the Programme in 2008/9 to the end of 2016/17. Appendix 3, details total capital expenditure to date, schemes that are work in progress, and future planned schemes.

- 4.1.9** The Programme has recently completed work on a scheme to refurbish Argus Chambers and part of Britannia House. The scheme enabled the vacation of Jacobs Well office accommodation in July 2016 saving the Council approximately £0.7m in running costs per annum, and enabling private developers to redevelop the site for non Council public sector staff. Please see Appendix 4 for information on past investment/cost re Jacobs Well.

<sup>3</sup> The Programme is also investing in priority works, and vacating other properties in 2016/17 taking the total reductions above £50m



## **5. PERFORMANCE OF SCHEMES APPROVED IN 2016/2017**

### **Projects Approved in 2016/17**

**5.1 A £2m Essential Maintenance programme** to undertake building improvements and fire safety and Legionella compliance improvements has commenced and is progressing as planned. See Appendix 3 for details.

**5.2 £0.2m Shipley Library refurbishment and creation of a Community Hub.**

This scheme was aligned with the essential building works programme to rewire the property and was undertaken at the same time to reduce service disruption and maximise cost avoidance. Estates, Facilities Management, Library Service, Customer Services, Road Safety Team and Childrens have worked together to maximise space utilisation through reconfiguration of the space, which will provide better facilities for citizens/users with the introduction of library self service machines and accessible technology. The meeting room space, which is heavily utilised by public hire, will be upgraded with smart boards.

This scheme also enabled the vacation and disposal of 39, Kirkgate Shipley, through the relocation of Children's Services to space within Shipley Library.

The scheme completed within budget and was delivered on time in April 2016.

**5.3 Central Admin Estate - £2.75m project consisting of 4 elements**

**5.3.1 £750k for the refurbishment of the 5 upper floors of Argus Chambers**

Argus Chamber was vacated by West Yorkshire Pension Fund in June 2015. The ground floor space has been leased to the Citizens Advice Bureau (CAB), who took occupation in February 2016 following refurbishment, at the CABs expense of the space. Works were commission from and undertaken by the Council's in house provider.

The upper floors of Argus Chambers have been refurbished to corporate standard to maximise capacity. The project completed on time and on budget in April 2016 for occupation by the Council and contributed towards enabling the vacation of Jacobs Well.

**5.3.2 £2m for the refurbishment of the ground floor space and reconfigured upper floor space in Britannia House.**

Works have been undertaken to maximise the utilisation of the building. The majority of works completed prior to July 2016, enabling increased occupation and the vacation of Jacobs Well.

It was originally proposed that the ground Visitor Information Centre would remain but would be reconfigured to incorporate a reception function to facilitate the services occupying the upper floors of Britannia House.

This work has been deferred until completion of the works in the upper floors of the building and occupation is finalised. An interim solution is currently operational supported by the Customer Service Centre. A review of the requirement is taking place to determine future operational need and to ensure best value for the Council.

Finally, it was proposed that the well area in the middle of the Britannia House building be closed and covered to provide breakout space, conferencing, meeting rooms and catering facility for staff and visitors.

This work has also been deferred to review operational need post relocations.

### **5.3.3 The relocation of staff from Jacobs Well to Argus Chambers/Britannia House**

The vacation of Jacobs Well has provided £0.7m property savings per year as a direct result of this closure. Past investment/cost in/of the building is summarised in Appendix 4 – Jacobs Well Benefits.

The vacation and disposal of the Jacobs Well site will permit a Private Sector Developer to create a multi million pound office development (fully funded by the private sector) for this site. This will provide shared space and facilities to bring more employment opportunities and greater footfall in to the city centre.

In February 2015 the Council entered into an 'Option Agreement' with a private sector Developer Consortium consisting of Chiltoning Land Ltd and McClaren Property Ltd to construct a Public Sector Hub on the Jacobs Well site. To develop up to 200,000sqft of flexible, BREEAM 'Excellent' office space in two buildings, which would provide a shared front desk, bookable meeting rooms and conference facilities.

The driver for the project is that HM Government is seeking to rationalise and improve the cost efficiency of property assets occupied by the Public Sector through the 'One Public Estate' initiative (see Section 5.6, page 7), which will see civil service jobs concentrated into a small number of 'Public Service Hubs'. Jacob's Well Public Sector Hub will ensure that the District and the City Centre in particular, is best placed to capitalise on these opportunities.

Heads of Terms have been submitted to a government department to occupy circa 55,000 sq ft in the first building, which if accepted will see a planning application submitted in 2017 for the development to commence construction later in the year with completion anticipated 2018/19.

### **5.3.4 Flexible Working analysis and training awareness**

Training awareness and workshops were held with all Managers and Teams who were affected by the relocations. This was to refresh the understanding of flexible working and identify opportunities for change. Technology has changed considerably over the past 8 years, in addition to changes in service structures and delivery.

The outcomes from this work will focus on the business, the employee needs and ultimately provide outcomes that will enhance customer service.

### **5.5 Depot Strategy – £3m scheme to create a new depot facility. This scheme will enable the vacation of Shearbridge Depot, Harris Street Depot and the Tramshed, Wakefield Road.**

This scheme will increase the utilisation of an existing Council site at Bowling Back Lane which currently operates as the Council's Waste Transfer Site. It will provide modern facilities to enable business progress and efficiencies. It will enable the integration of the majority of the Council's vehicles and transport, including buses, waste wagons and lawnmowers, onto one site with the vehicle maintenance service. The Hackney Carriage Service and Industrial Services Group will also operate from the same site.

This scheme will generate capital receipts, building running cost savings and achieve backlog maintenance reductions. In addition partnering opportunities with public and private sector organisations are being explored to maximise opportunities and benefits.

This £3m investment will deliver the following benefits:

- Fully utilise existing freehold land currently vacant at Bowling Back lane.
- Provide significant operational efficiencies from co-location of all Council vehicles, passenger transport and fleet, waste collection etc.
- Rationalisation of the estate with the release of two depots (Shearbridge, Harris Street) and the tramshed at Wakefield Road depot
  - o Reducing backlog maintenance – approx £3.2m;
  - o Achieving capital receipts – approx £4.2m;
- The provision of a new, modern, secure and fit for purpose 'Super' depot.
- Opportunities for income growth from shared secure parking and traded service (vehicle maintenance) with partners e.g. In Communities/Police/Ambulance Service.
- Regeneration through the purchasers of Shearbridge and Harris Street using the sites for alternative uses.

### **5.6 One Public Estate**

**5.6.1** Bradford became a member of the 'One Public Estate Initiative' (OPEI) in 2013 which is an initiative designed to expand asset management and estate rationalisation across the public sector. Since that date the Estates Team have worked collaboratively with public sector partners to deliver Hubs across the district:

**5.6.1.a** Shipley Town Hall became a public sector hub occupied by the Probation Service, Police, Public Health and In Communities in 2014/5.

- 5.6.1.b** Sir Henry Mitchell House has become a 'Safeguarding Hub' with Children's Services, Police and Barnardos sharing occupation 2015/6.
- 5.6.1.c** Jacobs Well site and Keighley former College site have been identified as future Public Sector Hubs with development proposals ongoing. See Appendix 4, Jacobs Well Benefits.
- 5.6.2** There are many examples of shared accommodation currently and the mapping of all public sector assets is highlighting opportunities for efficiencies and better integration of services from partnering.
- 5.6.3** This year a West Yorkshire Combined Authority joint bid has been made with partners from the 5 authorities and York coming together to produce a combined bid. It was agreed that the bids would follow key themes that were currently priorities for each Authority to maximise impact across the region. The most recent bid to the OPEI for funding is for Health and Social Care projects.
- 5.6.4** The Bradford project aims to deliver capital assets that are required to address the housing and care needs of older people, to include people with specialist dementia. This project involves, working with partners to address the needs of adults transitioning from health care back into the community.
- 5.6.5** The project proposes to utilise a redundant 9.8 acre brownfield site for development. The site address is the former site of Bronte Middle School, Oakworth Road Keighley and will deliver 69 extra care flats and a 50 bedded residential unit to include specialist dementia. It is intended that the facility will reduce pressure upon hospital services, with the integration of a number of services onto one site providing support to residents.
- 5.6.6** The Project is being managed by the Team in Housing working with Adults Services.

## **5.7 Community Asset Transfers**

The service has received 62 applications for 95 assets. Currently 51 are progressing for 80 assets. The reduction in costs and liabilities to the Council is significant. Appendix 2 – current (at date of writing this report) Community Asset Transfer Register.

## **5.8 Future direction of the Programme**

- 5.8.1** The Council's estate is in a more sustainable position than it was prior to the Programme's commencement in 2009.
- 5.8.2** Work will continue to identify building related savings and investments. The Programme has been successful in achieving strategic involvement and commitment and it is anticipated that the governance arrangements will continue beyond the profiled 10 year strategy. The resource plan of the Programme is regularly reviewed and is aligned to the work programme as appropriate.
- 5.8.3** The Estates teams provide pro-active and strategic asset management advice and are essential enablers offering corporate support and strategic functions across the Council.

- 5.8.4** The Council needs to ensure it is maximising the efficiency and potential of its assets. Given the current unprecedented reductions and financial pressures in public sector funding, it is now more pressing than ever to ensure an effective and holistic use of public assets.
- 5.8.5** These changes have resulted in an increased demand upon Asset & Estate Management services, for example: the number of School Academy conversions; Youth Service review; Children's Services clusters; Adult Services review; Environment & Sport strategic review e.g. Trust status; The Localism Act – Community Asset Transfers; Self Management; Assets of Community Value; and 23 Academy conversions; this list is not exhaustive of the changes requiring property related advice and action. For example, the number of legal instructions issued to Legal Services from Estates has trebled over the last 12 months from 350 to 1,100.
- 5.8.6** Not all Council owned property is directly managed by Estate Management for example; leisure facilities, parks, community halls and libraries come under the remit of the Department of Environment & Sport. Similarly, not all property related projects are managed or 'owned' by Estate Management e.g. the Sports Facilities project which involves the construction of new facilities is led by Environment and Sport and the Council's Affordable Housing Programme is led by the Housing Service. In such circumstances, Estate Management provides support to services either through the provision of surveying services such as the disposal and acquisition of property, lettings and valuations (Operations Team) or through the provision of programme and project management (Programmes Team).
- 5.8.7** It is important as an organisation to ensure that there is strategic management of the Council's property portfolio, enabling strategic decision making on the use of assets. A process to address this has been implemented e.g. asset reviews and service plans.
- 5.8.8** Strategies are currently being reviewed to:
- 5.8.8.a** Expand the investment estate to support revenue budgets;
  - 5.8.8.b** Continued programme of rationalisation through consolidation, shared occupation and transfer opportunities;
- 5.8.9** The Objectives of the service are:
- 5.8.9.a** to ensure that the Council's operational estate is occupied as efficiently as possible and supports the delivery of good outcomes both now, and in the future:
    - To deliver capital receipts to support the Council's corporate finances;
    - to reduce the running costs of Council's buildings;
    - to work with the Third and private sectors to ensure better use of assets to achieve district priorities;
    - to promote the One Public Estate philosophy to work with third sector/public partners to achieve service and accommodation synergies.

- 5.8.9.b** to support regeneration across the district, including delivery of new housing and economic growth:
- to minimise the number and impact of underused, empty and derelict Council owned buildings including listed and other heritage buildings.
- 5.8.9.c** to maximise the performance of the Council's investment portfolio, generating additional revenue to support the Council's finances.

## **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

Risk management is managed at a programme and project level. This is part of the programme governance and subject to regular review by the Programme Board Chaired by the Assistant Director for Estates and Property.

## **7. LEGAL APPRAISAL**

- 7.1** Legal issues emerging from the Programme will be identified and procedures put in place to ensure that all legal and statutory requirements are complied with.
- 7.2** Council assets are disposed of in accordance with the Council's approved Property Disposal Protocol. Disposal of Council property assets must comply with statutory requirements, which provide that they cannot be disposed of at 'less than best consideration' reasonably obtainable without specific or general ministerial consent.
- 7.3** The Council recognises that the proposed movement and relocation of staff and the change to New Ways of Working, may impact on existing working conditions. The Council will ensure that it meets its obligations in law in managing this process. In particular, it will consult as necessary with recognised Trade Unions (and individual staff members where that is necessary) about any such proposals.

## **8. OTHER IMPLICATIONS**

### **8.1 Equality & Diversity**

The Property Programme aims to improve the access and use of Council buildings and services for all.

In planning and implementing this Programme attention has been paid to the requirements of the Public Equality Duty set out in Section 149 Equality Act 2010 (the Act). This requires public bodies such as the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

Where appropriate Equality Impact Assessments (EIA) have been undertaken to assess the likely or actual adverse impact of any of the proposed schemes of work on people sharing one or more of the protected characteristics set out in the Act (whether these individuals are to be found within the staff employed by the Council or public using the properties in

question). This information will be used to eradicate or minimise any potential adverse impact of the proposals on members of one or more groups sharing one or more of the protected characteristics laid down by the Act, who are identified as being at risk through this process.

## **8.2 Sustainability Implications**

The increased use/reuse of existing buildings is the most sustainable option for creating an effective property portfolio.

Additionally the maximisation of staff in the city centre provides staff with an existing transport hub and is a more sustainable and accessible location which allows the increased use of public transport.

## **8.3 Greenhouse Gas Emissions Impacts**

It is an aim of the Strategy to reduce CO<sup>2</sup> emissions from the Council's buildings by at least 25%. This will be achieved by reducing the total amount of space required and ensuring that new and retained buildings are both energy and water efficient. Making maximum use of existing buildings in town centre locations has the potential to reduce greenhouse gases arising from commuter transport by improving proximity to public transport facilities.

The reduction in travel and working from home including the ability to work in a mobile way is reducing unnecessary travel and time. This is also contributing to a reduction of CO<sup>2</sup> emissions

## **8.4 Community Safety Implications**

Well maintained and accessible Council buildings will help in creating pride in localities and community wellbeing.

## **8.5 Human Rights Act**

'Accessible buildings for all members of the community' has formed part of the assessment of the suitability of existing buildings and the development of property strategies. The refurbishment and re-provision of buildings will have regard to community needs and appropriate consultations will take place to ensure that we are aware of these and wherever possible adopt good practice.

## **8.6 Trade Union**

The Trade Unions will continue to be consulted about the implications of such proposals for employees where appropriate (particularly where staff are to be re-located as a result of the plans outlined in this Report or other changes to working conditions are planned).

## **8.7 Ward Implications**

Members are consulted on the sale of property in their Wards. Where City Centre buildings, being accessed by the public are likely to be disposed of, all Members of Council will be consulted. In addition where buildings in significant District Centres, accessed by the public, are likely to be disposed of, then all Members of Council in Wards that form part of that

parliamentary constituency will be consulted.

**8.8 Area Committee Action Plan Implications  
(for reports to Area Committees only)**

None

**9. NOT FOR PUBLICATION DOCUMENTS**

None.

**10. OPTIONS**

None

**11. RECOMMENDATIONS**

That the Corporate Overview & Scrutiny Committee considers the contents of this report and comments on the progress made by the Property Programme as set out in this report.

**12. BACKGROUND DOCUMENTS**

- Property Programme Progress Report and investment plan for 2014/2015 Executive Report 8 March 2016.
- Property Programme Progress Corporate Overview and Scrutiny report 3rd December 2015.
- Property Programme Progress Report and investment plan for 2015/16 Executive Report April 2015.
- Property Programme Progress Corporate Overview and Scrutiny report 18<sup>th</sup> December 2014.
- Property Programme Progress Report and investment plan for 2014/2015 Executive Report 8 April 2014
- Property Programme Progress Report and investment plan for 2013/2014 Executive Report 5 November 2013
- Property Programme Progress and investment requirement for 2013/2014 Executive Report 7 May 2013
- Property Programme – City Centre Property Utilisation Executive Report 7 May 2013 (not for publication)
- Land and Property Disposal Policy including Community Asset Transfer Policy Executive Report 4 December 2012
- Changing our Council Property Enabler (formally b-works) progress report and investment plan for 2012-2013 Executive Report 16 March 2012
- b-works – Current progress and future investment requirement Executive Report 15 April 2011
- The Council's Capital Programme for 2010/2011 – 2014/2015 Executive Report 18 and 22 February 2011
- Estate Strategy First Phase Property Review Executive Report 11 February 2011



### **13. APPENDICES**

1. Details of the buildings vacated and the savings generated.
2. Community Asset Transfer Register
3. Details of the capital schemes undertaken by the Programme since its inception
4. Jacobs Well Benefits

## Appendix 1 – Details of the buildings vacated and the savings generated

	Gross internal area m2	Saving per year £000s	Cumulative Revenue Saving to end of Programme 31/03/2019
Cumulative Saving to end of 2017/18		27,186	
Cumulative Annual Saving		7,282	
Cumulative effect of in year savings to end of Programme 31/03/2019		41,751	
Future House - (Staff relocated to Margaret Macmillan)	7,106	1,194	2,388
Jacobs Well (Staff relocated to Britannia House, Argus Chambers)	10,402	700	1,850
Mayfield Terrace (Staff relocated to Shipley Youth Café)	202	24	72
Reliance Works Warehouse (Sold)	2,178	52	156
<b>Savings delivered in 2016/17</b>	<b>19,888</b>	<b>1,970</b>	<b>4,466</b>
Managed Print		100	360
Whetley Hill (Service relocated to Morley Resource Centre)	1568	80	240
Design Exchange (Transferred to University)	2404	70	210
Brunswick Road (Service transferred to Sir Henry Mitchell)	688	63	252
Harbourne Area Office	541	37	148
39 Kirkgate (Aka Shipley Area Office) to Shipley Town Hall	335	22	88
<b>Savings delivered in 2015/16</b>	<b>5,536</b>	<b>372</b>	<b>1,298</b>
Flockton House (Staff relocated to Sir Henry Mitchell)	5,391	258	1,032
Merchants House Shipley - Relocate to Shipley Town Hall	1,115	197	837
Aire Building (Staff relocated to Sir Henry Mitchell, Shipley Town Hall)	1,509	100	350
Park View Airedale Mental Health Team Offices, 143, Skipton Road	444	25	113
Register Office (Relocated to City Hall)	1,077	70	315
<b>Savings delivered in 2014/15</b>	<b>9,536</b>	<b>650</b>	<b>2,647</b>
Venlo Industrial Estate (Leased) - Staff relocated to Shearbridge Depot (Owned)	1,590	122	671
Glendale Contract Premises Costs - Moved to Wakefield Road Tramshed (Owned)	0	75	450
Caltech/ Shipley New Start - To Birkslands Industrial Estate (Leased)	956	56	305

Homelessness Contract Premises Costs - Formerly with In-Communities	0	50	275
Royal Arcade Keighley (Leased) (Connexions service to Keighley Town Hall (Owned))	287	61	334
City Road to Future House (Short Term)	687	41	227
Great Horton Library - Relocated to Great Horton Village Hall	432	20	115
Bracken Hall - Museum (Closed by service) - Vacated	276	16	98
Bingley Council Shop - vacated	349	13	72
Silsden Library and Wesley Place Silsden to Silsden Town Hall	215	10	55
Dryden Street Stores - Vacated	393	-	-
<b>Savings delivered in 2013/14</b>	<b>5,185</b>	<b>464</b>	<b>2,603</b>
Olicana House to Jacobs Well and Flockton& Future House	6,360	338	2,025
Springfield Complex to Flockton, Future and Other misc	2858	156	1,057
Rooley Lane Aka Tong/Bowling Area Office to Flockton House	919	65	455
West Riding House (Floors)	200	47	293
Neal Street Employment Training to Birkslands - Neal St Sold	670	42	266
Holybrook House	457	39	273
Perkins House (Relocated to part Jacobs Well and part vacant market unit)	271	39	254
Romanby Shaw (Stafff reloated to Flockton & Future House)	758	32	225
Carlisle Business Centre (Staff relocated to Flockton House/Bowling)	5,830	29	186
Scholemoor Cemetary Lodge	208	18	117
Bingley Cemetary Lodge	219	7	46
Utley Cemetery Lodge	177	3	21
Merchants House to Jacobs Well & vacant space	3,559	-	-
<b>Savings delivered in 2012/13</b>	<b>22,486</b>	<b>814</b>	<b>5,218</b>
City Exchange 2nd, 5th, 6th and 7th floors to Britannia House 1st Floor	1,921	535	4,065
Centenary Court - B-Direct to vacant unit on Gnd Floor Brit House	592	126	880
Wool Exchange (limited role)	394	89	713
Blakehill Grange (aka North Area Office)	399	64	451
215 Lumb Lane (aka Manningham Heaton Area Office)	1,132	54	375
Albion Family Centre to Parklands Primary School	721	42	313
Saltaire Road, 31-33 - Ground Floor Office - Patch Base	2,294	35	281
Westbourne Green	80	24	190
Youth Justice Service - Barkerend	490	20	161
Canal Road Depot	319	17	120
Bradford & District Youth Offending Team	179	16	124
Gaythorne Terrace, 28	228	10	83
Nab Wood Cemetery - Lodge Offices	180	7	59
Orchard House - Unit 14D - Patch Base	60	7	54
Wesley Place - Offices - Patch Base	181	6	48
Haworth Health Centre	57	4	31

Chapel Lane, 13A - Patch Base (Home Care Airedale)	661	1	8
Savings delivered in 2011/12	9,888	1,056	7,955
Jacobs Well Rent from 02/02/2011 (building purchased)	0	655	5,341
No1 The Interchange - 1stFloor Rent, Rates. To Jacobs Well 4th Floor	799	352	2,992
GreenHill Resource Centre	1,575	65	578
Errington House	785	56	478
Hazelhurst	247	19	168
Keighley Resource Centre	1,285	-	-
Interfaith Education Centre	435	-	-
FM Efficiencies (As a result of centralisation)	0	146	1,314
Savings delivered in 2010/11	5,126	1,293	10,871
Howard House 3rd Floor from 01/06/2009	753	128	1,258
Cavell House	936	45	425
Horton Park Depot	814	35	317
City Mortuary	179	14	130
Halesworth Crescent	190	7	70
AM Efficiencies (Grounds maintenance as a result of less ground to maintain)	0	168	1,630
Savings delivered in 2009/10	2,872	397	3,830
West Riding House (Floors)	478	100	1,101
City Exchange - Bradford Vision	618	97	1,016
Usher Street	1,036	58	629
Lawkholme Crescent	174	12	118
Savings delivered in 2008/09	2,306	266	2,864
Total	82,823	7,282	41,751

## Appendix 2 – Community Asset Transfer Register

Status	Ward	Asset Number	CAT Number	CAT Name	Active CAT	Asset Name
First Contact	Bradford Moor	52608	52608/001	Hubert Street Community Centre	Yes	Hubert Street Community Centre
First Contact	Clayton and Fairweather Green	50002	50002/001	Lower Grange Community Centre	Yes	Lower Grange Community Centre
First Contact	Eccleshill	53824	53824/001	Eccleshill Adventure Playground	Yes	Eccleshill Adventure Playground
First Contact	Queensbury	00119	00119/002	Victoria Hall Queensbury	Yes	Victoria Hall - Queensbury Library, Community Centre & Children's Centre
First Contact	Toller	01908	01908/001	Girlington Centre	Yes	Girlington Centre
Stage 1	Craven	59328	59328/001	Daisy Chain Children's Centre & Silsden Youth Centre	Yes	Daisy Chain Children's Centre
Stage 1	Craven	01413	59328/001	Silsden Youth Centre	Yes	Silsden Youth Centre
Stage 1	Eccleshill	54056	54056/001	Harrogate Road - Playing Field	Yes	Harrogate Road - Playing Field
Stage 1	Great Horton	53600	53600/001	Great Horton Village Hall	Yes	Great Horton Library & Village Hall
Stage 1	Great Horton	01110	01110/001	Legrams Lane Recreation Ground	Yes	Legrams Lane Recreation Ground
Stage 1	Ilkley	01771	59333/001	Little Lane Children's Centre and Youth & Community Centre	Yes	Little Lane Youth & Community Centre
Stage 1	Ilkley	59333	59333/001	Little Lane Children's Centre and Youth & Community Centre	Yes	Little Lane Children's Centre
Stage 1	Keighley Central	01836	01836/001	Keighley Asian Women's Centre	Yes	Keighley Association for Women & Children's Centre
Stage 1	Little Horton	01416	01416/001	Canterbury Youth Centre	Yes	Canterbury Youth Centre
Stage 1	Outside Bradford	01132	01132/001	Sunnybank Lane Recreation Ground	Yes	Sunnybank Lane Recreation Ground
Stage 1	Thornton and Allerton	52812	52812/003	Sapgate Lane Allotments (Proposed)	Yes	Sapgate Lane Land
Stage 1	Wibsey	01884	01884/001	Emsley Recreation Ground	Yes	Emsleys Recreation Ground
Stage 2	Bingley Rural	00126	01230/001	Wilsden Assets	Yes	Wilsden Cemetery
Stage 2	Bingley Rural	01230	01230/001	Wilsden Assets	Yes	Wilsden Park
Stage 2	Bingley Rural	51768	01230/001	Wilsden Assets	Yes	Main Street Wilsden - Verge 005
Stage 2	Bingley Rural	52020	01230/001	Wilsden Assets	Yes	High Meadows Recreation Ground
Stage 2	Bingley Rural	54253	01230/001	Wilsden Assets	Yes	Wilsden War Memorial
Stage 2	Bingley Rural	56914	01230/001	Wilsden Assets	Yes	St Matthew's Cemetery Grounds
Stage 2	Bowling and Barkerend	01120	01120/001	Avenue Road Playing Fields	Yes	Bowling Park
Stage 2	Clayton and Fairweather Green	52130	52130/002	Chapel Lane Allotments	Yes	Chapel Lane Allotments (Charitable Trust Land)
Stage 2	Craven	52941	52941/001	Mill Lane/Skipton Road - Land	Yes	Skipton Road Land
Stage 2	Craven	55813	52941/001	Mill Lane/Skipton Road - Land	Yes	Chapel Road - Verge 001
Stage 2	Idle and Thackley	53598	53598/001	Buck Wood & Cottage	Yes	Buck Wood Cottage & Animal Sanctuary
Stage 2	Idle and Thackley	54190	53598/001	Buck Wood & Cottage	Yes	Buck Wood
Stage 2	Royds	01422	01422/002	Buttershaw Youth Centre	Yes	Buttershaw Youth Centre
Stage 2	Tong	51956	51956/001	Bierley Avenue Community Centre	Yes	Bierley Avenue Community Centre
Stage 2	Windhill and Wrose	50201	50201/001	Greenwood Youth & Community Centre	Yes	Greenwood Youth & Community Centre
Stage 2	Windhill and Wrose	53130	53130/001	Wrose Allotments (Proposed)	Yes	Haslam Grove - Land

Stage 3	Bowling and Barkerend	50063	50063/002	Bowling Park Lodge	Yes	Bowling Park - Lodge Admin Offices
Stage 3	Ilkley	00030	00075/003	Manor House Museum & Castle Yard	Yes	Castle Yard, 2 - 6
Stage 3	Ilkley	00075	00075/003	Manor House Museum & Castle Yard	Yes	Manor House Museum
Stage 3	Keighley East	02122	02122/001	Main Road Public Convenience - East Morton	Yes	Main Road Public Conveniences
Stage 3	Thornton and Allerton	52155	52155/002	Top Royd Street Allotments	Yes	Top Royd Street Allotments
Stage 3	Worth Valley	01425	01425/002	Haworth Youth & Community Centre	Yes	Haworth Youth & Community Centre
Stage 4	Bingley Rural	58552	58552/002	Denholme Youth Café	Yes	Denholme Youth Café
Stage 4	Great Horton	50352	50352/001	Dracup Avenue Community Centre (Scholemoor)	Yes	Dracup Avenue Community Centre
Stage 4	Keighley Central	54219	54219/001	South Street Depot (The Tramshed)	Yes	South Street Depot
Stage 4	Wharfedale	00027	00027/001	Burley Assets 01	Yes	Burley Library
Stage 4	Wharfedale	50855	00027/001	Burley Assets 01	Yes	Grange Road - Gas Governor
Stage 4	Wharfedale	00089	00089/002	Burley Assets 02	Yes	Queen`s Hall
Stage 4	Wharfedale	01460	00089/002	Burley Assets 02	Yes	Queen`s Hall - Car Park
Stage 4	Wharfedale	50927	00089/002	Burley Assets 02	Yes	Spring Gardens - Right of Access to 8
Stage 4	Wharfedale	50928	00089/002	Burley Assets 02	Yes	Main Street - Right of Access to 78 - 80
Stage 4	Wharfedale	60295	00089/002	Burley Assets 02	Yes	Queen`s Hall Children`s Play Centre
Stage 4	Wharfedale	01147	01147/001	Burley Assets 03	Yes	Burley Recreation Ground
Stage 4	Wharfedale	51122	01147/001	Burley Assets 03	Yes	Iron Row - Gas Wayleave
Stage 4	Wharfedale	54377	01147/001	Burley Assets 03	Yes	Burley Playing Fields - Changing Rooms
Stage 4	Wharfedale	54853	01147/001	Burley Assets 03	Yes	The Vicarage - Right of Access
Stage 4	Wharfedale	58922	01147/001	Burley Assets 03	Yes	Burley Recreation Ground - Proposed Pavilion
Stage 4	Wharfedale	50608	53794/001	Burley Assets 04	Yes	The Round House (Burley Grange)
Stage 4	Wharfedale	53793	53794/001	Burley Assets 04	Yes	Grange Park - Bowls Pavilion
Stage 4	Wharfedale	53794	53794/001	Burley Assets 04	Yes	Grange Park
Stage 4	Wharfedale	50127	50127/001	Burley Assets 05	Yes	Peel Place Recreation Ground
Stage 4	Wharfedale	59213	50127/001	Burley Assets 05	Yes	Long Meadows - Drainage Easement
Stage 4	Wharfedale	53189	53191/001	Burley Assets 06	Yes	Lewis Buildings Land
Stage 4	Wharfedale	53190	53191/001	Burley Assets 06	Yes	Main Street - Telecoms Wayleave
Stage 4	Wharfedale	53191	53191/001	Burley Assets 06	Yes	Main Street/Rushy Beck - Land
Stage 4	Wharfedale	53192	53191/001	Burley Assets 06	Yes	Main Street/Woodhead Beck - Land
Stage 4	Wharfedale	01229	01229/001	Burley Assets 07	Yes	Main Street, Burley in Wharfedale - Car Park
Stage 4	Wharfedale	51149	54193/001	Burley Assets 08	Yes	Main Street - Right of Light
Stage 4	Wharfedale	54193	54193/001	Burley Assets 08	Yes	Main Street Burley-in-Wharfedale - Verge 003
Stage 4	Wharfedale	54194	54193/001	Burley Assets 08	Yes	Main Street Burley-in-Wharfedale - Verge 007
Stage 4	Wharfedale	52209	52209/001	Burley Assets 09	Yes	Sun Lane - Land
Stage 4	Wharfedale	52211	52209/001	Burley Assets 09	Yes	Sun Lane - Nature Reserve
Stage 4	Wharfedale	52955	52209/001	Burley Assets 09	Yes	Sun Lane - Right of Way
Stage 4	Wharfedale	50888	52023/003	Burley Assets 10	Yes	Greenfields Way - Garden Land r/o 9
Stage 4	Wharfedale	50955	52023/003	Burley Assets 10	Yes	Holme Park - Garden Land r/o 7

Stage 4	Wharfedale	50956	52023/003	Burley Assets 10	Yes	Greenfields Way - Garden Land r/o 13
Stage 4	Wharfedale	50957	52023/003	Burley Assets 10	Yes	Greenfields Way - Garden Land r/o 11
Stage 4	Wharfedale	52023	52023/003	Burley Assets 10	Yes	Holme Grove Land
Stage 4	Wharfedale	52229	52023/003	Burley Assets 10	Yes	Holme Park - Garden Land r/o 9
Stage 4	Wharfedale	52230	52023/003	Burley Assets 10	Yes	Holme Park - Garden Land r/o 3
Stage 4	Wharfedale	50900	51911/003	Burley Assets 11	Yes	Bradford Road - Gas Wayleave
Stage 4	Wharfedale	51911	51911/003	Burley Assets 11	Yes	Burley House Field - Village Green
Stage 4	Wharfedale	53202	53202/001	Burley Assets 12	Yes	Wood Head Beck
Stage 4	Wharfedale	54210	54210/001	Burley Assets 13	Yes	The Green Public Open Space
Completed	Bowling and Barkerend	02128	02128/001	Duke of Edinburgh Award Centre	Yes	Duke Of Edinburgh Centre
Removed	Bingley	01875	01875/001	Bingley Youth Project	No	Bingley Youth Project
Removed	Craven	50682	50682/001	Addingham Primary School - Youth Centre	No	Addingham Primary School - Youth Centre
Removed	Idle and Thackley	59608	59608/001	The Eco Pod	No	The Eco Pod
Removed	Wharfedale	59334	59334/001	Menston & Burley Children's Centre	No	Menston & Burley Children's Centre
Removed	Worth Valley	59329	59329/001	Treetops Children's Centre	No	Treetops Children's Centre

87

82

Key	Status	Description
	First Contact	An initial enquiry has been received
	Stage 1	An expression of interest has been received
	Stage 2	A formal application has been received
	Stage 3	Evaluation and approval
	Stage 4	Legal instructed to prepare lease
	Completed	Lease completed
	Removed	The application is not progressing

Summary	Status	Number of Assets Included
	Total CATs	87
	Active CATS	82
	Removed	5
	First Contact	5
	Stage 1	12
	Stage 2	16
	Stage 3	6
	Stage 4	42
	Completed	1

**Appendix 3 – Capital Expenditure – totals to date, work in progress and future schemes**

<b>Highlights</b>		<b>£000s</b>					
Capital Spend in 2016-17 to Period 7		1,904					
Amount required to complete approved schemes		32,638					
Total		34,532					
Cap Ex budget available for 2016-17 and beyond		34,570					
<b>Forecast underspend</b>		<b>(38)</b>					
Capital Spend between 2010-11 & 2015-16		48,989					
All Prop Prog Schemes Total Forecast Scheme Costs		83,521					
Total Budget		83,559					
<b>Forecast underspend</b>		<b>(38)</b>					
CO object name	Total 2010/11 to 2015/16	2016-17 Spend to date	Amount required to complete schemes	Forecast Spend 16/17 and beyond	CIP budget Remaining	Forecast total Scheme Cost	Original Budget
Margaret McMillan Tower	9,102	243		243	225	9,345	9,009
New City Library	808	1		1		809	1,332
Sir Henry Mitchell House	3,549			-		3,549	3,562
Flexible Working - Laptops	784			-		784	750
<b>Office Rationalisation / Former Library</b>	<b>14,243</b>	<b>244</b>	<b>-</b>	<b>244</b>	<b>225</b>	<b>14,487</b>	<b>14,653</b>
Argus Chambers/ Britannia House	316	426	8	434	434	750	750
Britannia House Phase 2	91	337	1,572	1,909	1,909	2,000	2,000
<b>Argos Chambers / Britannia House</b>	<b>407</b>	<b>763</b>	<b>1,580</b>	<b>2,343</b>	<b>2,343</b>	<b>2,750</b>	<b>2,750</b>
Stockbridge Depot - capacity increase	152	5		5		157	150
Depots Strategy			3,000	3,000	3,000	3,000	3,000
Other CS0295 completed in 2015/16	461					461	370
<b>Invest to Save</b>	<b>614</b>	<b>5</b>	<b>3,000</b>	<b>3,005</b>	<b>3,000</b>	<b>3,619</b>	<b>3,755</b>
Kings Hall Ilkley - heating systems	108	149	179	327		435	435
Kings Hall Ilkley - electrical systems	85	10	60	60		145	145
City Hall External Improvements	2,080	22		22		2,102	2,100
Alhambra Reboiler	41	80	179	259		300	300
Keighley Town Hall Compliance	4	25		25		29	15
Orklands Community Centre- Fire Alarm & Emergency Lighting upgrade	-		28	28		28	30
Victoria Hall Queensbury - Fire Alarm & Emergency Lighting upgrade	-		42	42		42	42
Other CS0295 schemes completed in 2015/16	1,059					1,059	1,070
<b>Essential Maintenance 2014-15</b>	<b>3,378</b>	<b>286</b>	<b>488</b>	<b>763</b>	<b>750</b>	<b>4,141</b>	<b>4,277</b>
Queen Hall Heating system replacement	80	1		1		81	115
ShIPLEY Library Reconfiguration	250	(16)		(16)		234	200
ShIPLEY Library Heating Syst replacement	199	7		7		205	223
ShIPLEY Library Roof replacement	172			-		172	220
ShIPLEY Library major re-wire	188	32		32		220	197
City Hall Roof and Structures Ph4	889	7		7		896	896
Valley View (fmr Lister Lane) Roof	198			-		198	198
Ilkey Pool & Lido Compliance works	1	15		15		16	27
Queensbury Pool Compliance works	1	4	22	26		27	27
Keighley Pool Compliance works	11			-		11	27
The Grove Copwood Compliance works			11	11		11	11
Baces Equipment Store Compliance	-		60	60		60	60



<b>Essential Maintenance 2015-16</b>	1,988	49	93	<b>142</b>	<b>214</b>	2,131	2,201
City Hall		372	328	<b>700</b>	<b>700</b>	700	700
Eccleshill Pool			224	<b>224</b>	<b>224</b>	224	224
Keighley Library			101	<b>101</b>	<b>101</b>	101	101
Argus Chambers		67	18	<b>85</b>	<b>85</b>	85	85
Burnett Fields Children & Family Centre		7	73	<b>81</b>	<b>81</b>	81	81
Argus Chambers			80	<b>80</b>	<b>80</b>	80	80
Kirklands Community Centre			50	<b>50</b>	<b>50</b>	50	50
Margaret MacMillan Tower		37	8	<b>45</b>	<b>45</b>	45	45
Eccleshill Library		4	36	<b>40</b>	<b>40</b>	40	40
Rainbow Children`s Centre		4	36	<b>40</b>	<b>40</b>	40	40
The Hollies			30	<b>30</b>	<b>30</b>	30	30
Owlthorpe House			30	<b>30</b>	<b>30</b>	30	30
Keighley Library			13	<b>13</b>	<b>13</b>	13	13
<b>Essential Maintenance 2016-17</b>		491	1,028	<b>1,518</b>	<b>1,518</b>	1,518	1,518
City Hall - Mechanical Electrical Works	744	53		<b>53</b>		797	800
New Museum Store	-		450	<b>450</b>		450	450
Other schemes completed in prior years	27,614	14	-	<b>14</b>		27,627	27,155
<b>Other Property Programme 2008-09 to 2015-16</b>	28,358	67	450	<b>517</b>	<b>520</b>	28,875	28,405
Essential Maintenance 2017-18			2,000	<b>2,000</b>	<b>2,000</b>	2,000	2,000
Essential Maintenance 2018-19 onwards			2,000	<b>2,000</b>	<b>2,000</b>	2,000	2,000
Essential Maintenance 2019-20 onwards			4,000	<b>4,000</b>	<b>4,000</b>	4,000	4,000
Keighley One Public Sector Estate			18,000	<b>18,000</b>	<b>18,000</b>	18,000	18,000
<b>Other Schemes Approved or on CIP reserve list</b>		-	<b>26,000</b>	<b>26,000</b>	<b>26,000</b>	26,000	26,000
<b>TOTAL</b>	<b>48,989</b>	<b>1,904</b>	<b>32,638</b>	<b>34,532</b>	<b>34,570</b>	83,521	83,559

**Appendix 4 – Jacobs Well Benefits**

<b>Capital cost of major refurb of Jacobs Well to increase capacity</b>	<b>£000s</b>
Jacobs Well Contact Centre refurb 2011/12	363
Jacobs Well remaining refurb 2012/13	<u>2,077</u>
<b>Capital Cost</b>	<b>2,440</b>

<b>Revenue Savings from buildings vacated as a result</b>	Per Year £000s	Cumulative £000s
No 1 the Interchange	353	2,288
Olicana House	350	1,350
Springfield	156	745
Rooley Lane	65	325
Romanby Shaw	32	161
Hoybrook House	39	195
Perkins House	39	<u>176</u>
<b>Total per year revenue saving</b>	<b>1,034</b>	<b>5,240</b>

<b>Backlog Maintenance Reductions £000s</b>	<b>£000s</b>
Olicana House – disposal	2,283
Springfield – disposal	1,106
Rooley Lane - disposal	425
Romanby Shaw - disposal	244
Holybrook House - disposal	232
Jacobs Well - Investment	<u>2,000</u>
Total backlog maintenance reductions	6,290

<b>Capital Receipts from buildings vacated</b>	<b>£000s</b>
Olicana House	550
Rooley Lane	300
Romanby Shaw	240
Springfield (used for Sports Investment Plan)	<u>        </u>
Total Capital Receipts	1,090

**Additional benefits**

Reduction in utility costs  
Improved business synergies eg Services/Teams in one building  
Improved Policies & Processes to support business delivery  
Introduction of New Ways of Working:  
Improved work life balance  
Reduction in car mileage/travel costs  
Reduction in sickness reported  
Reduction in CO2 emissions/congestion etc.

# Report of the Finance Director to the meeting of the Corporate Overview & Scrutiny Committee to be held on 1 December 2016

**Z**

---

**Subject:****Universal Credit****Summary statement:**

The Department for Work and Pensions introduced Universal Credit across the Bradford District in November 2015. Currently, only single, newly unemployed working age residents can apply.

This report sets out progress in rolling out Universal Credit, both locally and nationally, and the support arrangements that have been introduced to support residents claiming Universal Credit

---

Stuart McKinnon-Evans  
Director of Finance

**Portfolio:****Leader of Council**

Report Contact: Martin Stubbs  
Assistant Director, Revenues,  
Benefits & Payroll  
Phone: (01274) 432056  
E-mail: martin.stubbs@bradford.gov.uk

**Overview & Scrutiny Area:****Corporate**

## **1. SUMMARY**

- 1.1. The Department for Work and Pensions introduced Universal Credit across the Bradford District in November 2015. Currently, only single, newly unemployed working age residents can apply.
- 1.2. This report sets out progress in rolling out Universal Credit, both locally and nationally, and the support arrangements that have been introduced to support residents claiming Universal Credit

## **2. BACKGROUND**

- 2.1. Universal Credit (UC), is one of the key welfare changes underpinning the Government's overall welfare reforms. It will replace six benefits and tax credits with a single monthly payment; and changes the way in which benefit claimants are assessed. The benefits and tax credits that fall within the scope of UC are;
  - Income-based Jobseekers Allowance
  - Income-based Employment and Support Allowance
  - Income Support
  - Working Tax Credit
  - Child Tax Credit
  - Housing Benefit
- 2.2. UC was introduced in the Bradford District in November 2015, and has, so far, been restricted to single newly unemployed people. the Council has recently learned that couples and families will start to apply for the new benefit from March 2018.
- 2.3. Corporate Overview and Scrutiny Committee received a report in September 2015 that detailed the operation and implementation of UC, highlighted some of the cultural, organisational and logistical challenges and concerns faced by residents, the Council and others, and the action taken to respond to these challenges.
- 2.4. This report provides an update on the roll out of UC across the district, the actions taken in response to the challenges of UC and on the support arrangements put in place to help residents.

## **3. OTHER CONSIDERATIONS**

- 3.1. Full national roll out of UC for all working age claimants is expected to be completed by 2021-22. As the roll out progresses, the administration of Housing Benefit for working age claimants by the Council will reduce until it ceases to be a Council function.
- 3.2. The Government has announced, however, that the housing element of UC will not include the additional costs of supported accommodation and that a new fund will be established for this purpose. The Council will be charged with administering the



new fund. However, details of the mechanism by which this will work, the size of the fund locally, and the extent to which it will meet local need, are not yet known.

- 3.3. There are no plans, at this stage, for Pension age residents to fall within the scope of a national benefit. Pensioners will, therefore, continue to claim their benefits in the current manner; with the Council retaining responsibility for administering their Housing Benefit.
- 3.4. The DWP has put a number of support arrangements in place, such as coaching and training better tailored to the claimants' circumstances. However, the Government has recognised that Local Authorities are best placed to provide this support locally. Locally provided support, by both the Council and DWP, is outlined in Appendix 1
- 3.5. To formalise the working relationship between the DWP and the Council a framework agreement, known as Universal Support - delivered locally (USDL), has been established. This includes the Delivery Partnership Agreement, which sets out how UC support arrangements will be delivered at the local level; including the establishment of a 'Local Delivery Partnership' to deliver specific support services to claimants.
- 3.6. The scope of the USDL agreement is set out in Appendix 2. The current agreement ends on 31 March 2017; a new agreement will be negotiated for 2017/18, informed by the lessons learnt to date.
- 3.7. The local delivery partnership was established to; gain a better understanding of the needs of claimants and those that will support them; identify the infrastructure arrangements that will be needed; and to develop options to mitigate the adverse impacts on claimants, Council services, and other providers.
- 3.8. The local delivery partnership has mapped the District's PC assets, both with and without mediated support. Comparing this with high levels of benefit claims and/or propensity to access service on-line, will allow the focused use of resources, especially any DWP funding that is available
- 3.9. To ensure that the introduction of UC and its impacts were fully considered within the welfare reform agenda, the work of the local delivery partnership was overseen by the Welfare Reform Strategic Coordination Group. The outcome of the Scrutiny Poverty Review was to bring welfare reform within the broader scope of the poverty agenda. A new strategic poverty group is being established and the work of the local delivery partnership will be aligned to the priorities of this new strategic group.
- 3.10. Currently, figures provided by DWP are primarily the number of live UC claims, and how many of those are in work. The latest figures from the DWP show that there are 3415 people claiming UC, of which;
  - 1287 claimants are in employment
  - 2128 claimants are not in employment



- 3.11. Table 1 in Appendix 3 provides a comparison of UC uptake by West Yorkshire authorities from April. It should be noted that UC was introduced in each of the WY LA's at a different time. Table 2 shows the breakdown between UC claimants in employment and those that are not in employment. The proportion of UC claimants in employment has risen slightly since April. However, it is unclear to what extent this is due to increased employment, the way UC claims are counted, or some other contributory factor.
- 3.12. The housing element of UC is paid directly to the claimant with the expectation that this, together with any additional amount necessary, will be used to pay the landlord the rent due. To mitigate concerns about claimants' ability to manage their budget and pay their rent, Alternative Payment Arrangements are available in some circumstances. This might mean a claimant having a managed payment made to their landlord, a split payment, or a more frequent payment. It is not clear locally how this is evolving in the district, but national information suggests that payment direct to landlords is proportionately the same as under the current HB system.
- 3.13. Experience from other parts of the Country that have already gone live with UC, on a more comprehensive basis, suggest that rent collection rates, at least initially, have reduced; typically a reduction of 5% to 10%. A similar trend seems to be emerging in Bradford
- 3.14. As part of the Delivery Partnership Agreement, the Council has put arrangements in place with Incommunities and Citizens Advice Bureau to provide Personal Budgeting Support (PBS). These arrangements will run until 31/3/17, and will be reviewed as part of the new USDL agreement. PBS is about helping claimants adapt to 3 key changes:
- a single household payment
  - being paid monthly and
  - rent paid directly to the claimant instead of to the Landlord
- 3.15. Claimants who require PBS are identified by the DWP, in the first instance, as part of its claimant support process. The DWP then pass details of claimants who need money advice to the Council. There have been 95 people referred by the DWP for PBS since UC was first introduced in the district. Emerging findings from this work suggest this cohort require debt advice as much as they need budgeting skills; this has been fed back to the DWP. Further work is underway to gather more information about the cohort, for instance, are there any common features that mean this group require a greater level of support

#### Universal Benefit and Budgeting Calculator

- 3.16. A new Universal Benefit and Budgeting calculator has been purchased and will be publicly available from December. Key features of this new tool include;
- A budgeting calculator to help with everyday planning and budgeting
  - A Universal Credit calculator, which enables a financial comparison between UC and the current benefits system
  - A better off in work calculator that links earnings or changes in earnings to benefit eligibility to demonstrate the advantages (or otherwise) of being in work



- 3.17. Advisors will have access to the full system to use to support their clients. Initially, the Council's Customer Service advisors and Housing Options team, the Citizens Advice Bureau and Incommunities will have access to the system. Other advice agencies could be included in the future.
- 3.18. Residents will also be able to use the calculator as a self service tool via the Council's website. They will not need to involve an advisor at that stage. If, however, they decide they need further support from an advisor, the calculator is linked to each of the participating advice services.

#### Advice Services

- 3.19. A re-commissioning process for advice services, has taken place with an evaluation of existing services; feedback and input from service users, providers and a wide range of stakeholders; an epidemiological needs analysis; two market development events & tender ready training for providers.
- 3.20. The new service specifications require the delivery of high quality tailored services which are accessible for a range of communities. They need to offer; value for money (VFM); be person centred; tackle long waiting times and repeat and/or wasted demand; demonstrate partnerships with key organisations and be available through a range of flexible routes and/or media. The contracts (offered over a period of 4 plus 1 years) have been let on a 'transformational basis' in recognition of the scale of change required across services and performance monitoring will include progress against the change programme.
- 3.21. Providers will be required to:
- Develop and maintain effective partnerships and be responsible for encouraging a multi-agency approach to Service User needs and outcomes including putting in place data sharing agreements;
  - Strengthen links between key stakeholders and Service Users and shall champion collaborative working, including assertive engagement with those heading into crisis;
  - Work with the Department of Work and Pensions initially to support the planning for the full migration to Universal Credit, to reduce the impact of sanctions and the risk or resulting debt; and work in the future to respond effectively to legislative and policy change;
  - Work with other agencies to support Service Users to access computers and the internet to ensure they can claim benefits appropriately;
  - Work with the Council and other agencies to assess the impact of changes in national legislation and policy, identifying local approaches and working in a co-ordinated way;
  - Support policy development in relation to national changes
- 3.22. The successful organisations, with contracts to start on 14 January 2017, are detailed in Appendix 4.



### Other Matters

- 3.23. In December 2015, the Secretary of State asked Eric Ollerenshaw OBE to lead an independent review of local council tax support schemes. A key objective of the review was to “...make recommendations as to whether or not the schemes should be brought within Universal Credit.” In March 2016, Ollerenshaw published his report - Three Years On: An Independent Review of Local Council Tax Support Schemes (the Ollerenshaw report).
- 3.24. The review found that local government has effectively implemented council tax support schemes, despite difficult circumstances. Ollerenshaw concludes that Government should consider providing councils with a much wider range of freedoms and flexibilities, so that local council tax support schemes can be truly local. He further concludes that local council tax support schemes should not be moved into Universal Credit at this time. The Government has, to date, been silent on the findings of the review and on the recommendations made in the report

## **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1. The DWP has said that the total level of annual funding will be determined with reference to the estimate of total service cost. The funding will be adjusted where service interventions contribute to the achievement of shared strategic objectives common to both DWP and the Council and where central and local government funding is already provided for the provision of services. The Council will be expected to continue to provide welfare advice and support, housing advice and solutions to their residents from existing funding arrangements.
- 4.2. The gradual removal of Housing Benefit for working age residents will lead to a reduction in the amount of administration funding the Council receives. There will also be a consequent reduction in staffing requirement. The implications for staffing are not yet known; as these become clearer and better understood, consultation will take place with trade unions and affected staff. There may be some marginal off-set of these reductions as a result of the implementation of new arrangements needed to support Universal Credit. The timing and scale of these reductions is not yet known; and will be dependent upon progress in rolling out UC to include all working age claimants.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1. If, following re-negotiation of the USDL framework agreement, the Council chose not to be involved in the development of local support arrangements, the onus would fall on the DWP to develop and ensure their delivery.
- Engagement with the DWP on the delivery of local support will better assure that issues of concern to the Council and the district are addressed.
  - Failure to engage would leave the Council open to criticism if vulnerable residents are not able to transition successfully to the new arrangements





## **6. LEGAL APPRAISAL**

- 6.1. The primary legislation enabling the introduction of Universal Credit is contained in the Welfare Reform Act 2012.
- 6.2. There is no statutory requirement for the Council to participate in the development and delivery of support arrangements for residents affected by the introduction of UC.
- 6.3. Section 17 of the Children's Act 1989 places a duty on Local Authorities to safeguard and promote the welfare of children in need. Those unable to move into work may not be able to mitigate the impact of the welfare reforms that reduce entitlement to benefits. This could increase demand for support from Council services and other providers.
- 6.4. The Council can provide financial support for certain housing costs. The legislation enabling the payment of Discretionary Housing Payments by the Council is contained in the Discretionary Financial Assistance Regulations 2001.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

- 7.1.1 There are no Equality and Diversity issues for the Council arising from the introduction of Universal Credit as this is a Government scheme.
- 7.1.2 Any Equality and Diversity issues relating to local support arrangements for Universal Credit claimants will be addressed as part of the development and implementation of the Delivery Partnership Agreement.

### **7.2 SUSTAINABILITY IMPLICATIONS**

None

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

None

### **7.5 HUMAN RIGHTS ACT**

- 7.5.1 There are no Human Rights issues for the Council arising from the introduction of Universal Credit as this is a Government scheme.

### **7.6 TRADE UNION**

- 7.6.1 The trade unions have been kept up to date, through Departmental Consultation meetings, on the proposals for the implementation of Universal Credit. The Revenues and Benefits Service may be required to review its organisation design in Benefits administration. This process will comply with Bradford Council's policies and procedures on Trade Union consultation and workforce change.



**7.7 WARD IMPLICATIONS**

Not Applicable

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

Not Applicable

**8. NOT FOR PUBLICATION DOCUMENTS**

None

**9. OPTIONS**

N/A

**10. RECOMMENDATIONS**

That Corporate Overview and Scrutiny Committee;

- consider the issues raised in this report, the likely impacts on the district's residents, the Council, and other providers and agencies and provide any comments and views for consideration by the local delivery partnership

**11. APPENDICES**

Appendix 1: Support for Universal Credit Claimants

Appendix 2: USDL – Scope of the Agreement

Appendix 3: Universal Credit Claimant Count

Appendix 4: Advice Service Contracts

**12. BACKGROUND DOCUMENTS**

- Welfare Reform Act 2012
- Children's Act 1989
- Discretionary Financial Assistance Regulations 2001
- DWP: Universal Credit Statistical Releases.  
<https://www.gov.uk/government/collections/universal-credit-statistics>



## Support for Universal Credit claimants

### **Personal budgeting support**

Intended to help claimants manage their money as they move onto UC. The DWP work coach will discuss budgeting support with the claimant and whether they need help managing their money.

There are three possible outcomes:

- They may not need any support
- They may be happy to use online budgeting tools to help themselves
- Some claimants will be referred to the LA for budgeting support.

### **Alternative payment arrangement**

These arrangements help support claimants who can't manage the monthly UC payment. APA's can be set up if there is a risk of financial harm to the claimant. For example, those that have drug, alcohol or gambling addictions, or have rent arrears, multiple debt problems, learning difficulties etc. They may choose to:

- Pay the UC housing element as a managed payment to the landlord
- Make more frequent payments than monthly
- Split the payment award between partners

Landlords can request managed payments and decisions are made on a case by case basis. APA's are expected to provide a short to mid-term solution and will be reviewed; only exceptionally will they become a long-term solution.

### **UC Advance**

An advance payment of a claimants future award of UC., which is then recovered from subsequent payments over the next six months. Purpose of the advance:

- To provide emergency funds if a claimant doesn't have enough money to support themselves through the 5 week period until their first UC payment
- Provide access to financial support where a change of circumstances would increase their UC award (for example, birth of a child).
- Provide an interim payment if their benefit can't be paid for technical reasons.

If a claimant's UC advance is turned down, they may be signposted to the Council for support – DWP cite Local Welfare Provision.

### **Budgeting Advances**

Interest free advance for one-off items for claimants that have been continuously receiving an income related benefit for 6 months and have no income or a very low income. Can help buy furniture, household equipment, clothes, pay rent in advance to secure a tenancy, help with maternity expenses, help cover the costs of starting work etc. Budgeting advances provide an alternative type of support to LWP provision for UC claimants.

### **DHP**

The DHP fund will still be administered by the Council. A UC claimant would receive their housing costs through UC – however, if they wanted to apply for a DHP they would apply to the LA.



**Universal Support - delivered locally**  
Scope of the Agreement

As part of this Agreement, a 'Local Delivery Partnership' has been established in order to deliver specific support services to claimants, and to:

- Plan, monitor, review and evaluate the provision and delivery of local support services;
- Identify service providers and bring them together to fulfil the requirements of the delivery partnership agreement;
- Develop a 'local support roadmap' showing patterns of need and service delivery for meeting specific needs within the locality;
- Identify gaps in service provision or service provider capability or capacity;
- Improve the way services are delivered and co-ordinated; and
- Share information about UC and the development of the programme and learning from pilot and pathfinder activity.

Those services will be:-

- Provide support to UC Service Centre staff around housing cost issues.
- Support for claimants to make and maintain a UC claim on-line.
- Manual processing for Council Tax Reduction claims.
- Support for claimants who require personal budgeting support to manage their UC payments.
- Work with DWP locally in preparing landlords.



### Universal Credit Claimant Count

**Table 1: Uptake of UC by WY Authorities**

Authority	Population	UC Start	April	May	June	July	August	September	October
Bradford	531,200	30/11/15	1,703	1,995	2,262	2,670	2,942	3,144	3,415
Calderdale	203,826	27/04/15	1,229	1,289	1,305	1,381	1,427	1,465	1,519
Kirklees	422,458	29/06/15	2,077	2,160	2,200	2,329	2,420	2,505	2,611
Leeds	751,485	01/02/16	1,202	1,617	2,061	2,615	3,084	3,431	3,951
Wakefield	325,837	18/04/16	39	169	349	592	810	1,008	1,257

**Table 2: Employment status of UC claimants**

Authority	April			July			October		
	In Emp.	Not In Emp.	% in Emp.	In Emp.	Not In Emp.	% in Emp.	In Emp.	Not In Emp.	% in Emp.
Bradford	515	1,190	30%	954	1,720	36%	1,287	2,128	38%
Calderdale	483	746	39%	555	822	40%	610	905	40%
Kirklees	819	1,255	40%	954	1,375	41%	1,152	1,462	44%
Leeds	342	859	29%	966	1,648	37%	1,594	2,359	40%
Wakefield	16	22	42%	244	354	41%	550	703	44%



## **Advice Service Contracts**

With effect from 14 January 2017

### **Lot 1: Complex and continuing health care conditions including those from the client groups relating to age, disability and sensory impairment, learning disability and mental health issues**

Equality Together (formerly Disability Advice Bradford, Bradford Alliance on Community Care and CONTACT) is the lead agency with Age UK, Cancer Support Centre and Girlington Advice Centre as partner agencies. They also intend to sub-contract small amounts of work to Bradford and Airedale CAB and Pay & Employment Rights Service.

### **Lot 2: Bradford East constituency**

Family Action is the lead agency with subcontractors: Karmand Community Centre delivering and West Bowling Advice & Training Centre

### **Lot 3: Shipley & Keighley constituencies including the town centres of, Bingley, Ilkley, Keighley and Shipley**

Bradford and Airedale CAB with the Law Centre will deliver with Bangladeshi Community Association, Keighley, Windhill Advice Centre and Foundation Housing.

### **Lot 4: Bradford South constituency**

CHAS @ St Vincent's will provide the service with Bradford and Airedale CAB.

### **Lot 5: Bradford West constituency including provision of advice in Bradford City Centre**

Bradford and Airedale CAB with the Law Centre will deliver with Girlington Advice Centre, Manningham project and Foundation Housing.



# Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 1 December 2016.

**AA**

---

**Subject:**

**Corporate Overview and Scrutiny Committee – Work Programme 2016/17**

**Summary statement:**

**This report includes the Corporate Overview and Scrutiny Committee work programme for 2016/17.**

---

Cllr Arshad Hussain  
Chair – Corporate Overview and Scrutiny  
Committee

**Portfolio:**

**Corporate.  
Community Safety.**

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

**Overview & Scrutiny Area:**

**Corporate.**



City of Bradford  
Metropolitan District Council



## **1. SUMMARY**

This report includes the Corporate Overview and Scrutiny Committee work programme for 2016/17, which is attached as appendix 1 to this report.

## **2. BACKGROUND**

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

## **3. OTHER CONSIDERATIONS**

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

3.2 The remit of this Committee also includes:

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

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

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

## **4. OPTIONS**

4.1 The Committee may choose to add to or amend the topics included in the 2016-17 work programme for the committee.

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



## **5. FINANCIAL & RESOURCE APPRAISAL**

5.1 None.

## **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

6.1 None.

## **7. LEGAL APPRAISAL**

7.1 None.

## **8. OTHER IMPLICATIONS**

### **8.1 EQUALITY & DIVERSITY**

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

### **8.2 SUSTAINABILITY IMPLICATIONS**

None.

### **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None.

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

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

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

### **8.5 HUMAN RIGHTS IMPLICATIONS**

None.

### **8.6 TRADE UNION**

None.

### **8.7 WARD IMPLICATIONS**

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

**9. Not for Publications Items**

None.

**10. RECOMMENDATIONS**

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

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

**11. APPENDICES**

Appendix One – 2016-17 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

**12. BACKGROUND DOCUMENTS**

Council Constitution.

# Democratic Services - Overview and Scrutiny

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 29th June 2016 at City Hall, Bradford.</b>			
Secretariat deadline 16/06/2016.			
1) Poverty Scrutiny Review.	DRAFT Report - Key findings and recommendations.	Mustansir Butt.	
2) Consultation mechanisms within the Council.	To review how Bradford Council communicates with its staff and citizens relating to key changes and developments.	Samantha Plum/Imran Rathore.	Corporate Overview and Scrutiny recommendation from Wednesday 21 October 2015. Also a request from Overview and Scrutiny Chairs and Deputy Chairs.
3) DRAFT Work Programme 2016-17.	Discussion and agreement over the areas of work for the Committee to focus on in this Municipal Year.	Mustansir Butt.	
<b>Wednesday, 20th July 2016 at City Hall, Bradford.</b>			
Chair's briefing 30/06/2016. Secretariat deadline 07/07/2016.			
1) Annual Finance and Performance outturn report.		Stuart Mckinnon-Evans/Samantha Plum.	
2) First Quarter Financial Position Statement.		Stuart McKinnon-Evans.	
3) Safer and Stronger Communities Plan.		Rebecca Trueman/Amria Khatun.	
4) Work Planning.	There is a need to regularly review the Work Programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 21st July 2016 at Shipley Library.</b>			
1) Flooding Scrutiny Review.	Information gathering session with residents, voluntary organisations and residents affected by the December 2015 Floods.	Mustansir Butt.	

# Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda	Description	Report	Comments
<b>Tuesday, 26th July 2016 at Victoria Hall.</b> 1) Flooding Scrutiny Review.	Information gathering session with residents, voluntary organisations and businesses affected by the December 2015 floods.	Mustansir Butt	
<b>Thursday, 11th August 2016 at City Hall, Bradford.</b> Chair's briefing 21/07/2016. Secretariat deadline 28/07/2016.			
1) Families First Project.	Progress report.	Mark Anslow.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Talent Management: A Workforce Development Programme for Bradford Council.	Progress against the Workforce Development Implementation Plan in 12 months.	Sue Dunkley.	Committee recommendation from Wednesday 12 August 2015.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 7th September 2016 at City Hall, Bradford.</b> Chair's briefing 25/08/2016. Secretariat deadline 26/08/2016.			
1) Interim report from the Children and Adult Services Strategic Directors explaining the reasons for the budget pressures in the current year and the steps being made to address them to the meeting of this Committee on 7 September 2016.		Michael Jameson/Judith Kirk.	Corporate Overview and Scrutiny Recommendation from Wednesday 20 July 2016.
2) Interim report from Adults Services Directors explaining the budget pressures in the current year and the steps being made to address them to the meeting of this Committee on 7 September 2016.		Bernard Lanigan/Lyn Sowry.	
3) West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership.	Progress report to be included in the 2016-17 work Programme.	Jamie Saunders.	Committee recommendation from Tuesday 8 September 2015.
4) Overview and Scrutiny Annual Report.		Mustansir Butt.	

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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Wednesday, 7th September 2016 at City Hall, Bradford.</b>			
Chair's briefing 25/08/2016. Secretariat deadline 26/08/2016.			
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 29th September 2016 at City Hall, Bradford.</b>			
Secretariat deadline 15/09/2016.			
1) Flooding Scrutiny Review.	Key findings and review recommendations.	Mustansir Butt.	
<b>Thursday, 6th October 2016 at City Hall, Bradford.</b>			
Chair's briefing 16/09/2016. Secretariat deadline 22/09/2016.			
1) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.	Progress report in 12 months.	Paul Hill.	Committee recommendation from Wednesday 7 October 2015.
2) Impact of leaving the EU on Bradford.		Stuart Mckinnon Evans/Steve Hartley/Mike Cowlam/Ian Day/John O'Hare.	Recommendation from Council on Tuesday 12 July 2016.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 19th October 2016 at City Hall, Bradford.</b>			
Secretariat deadline 06/10/2016.			
1) WYPF Fossil Fuel Disinvestment.		Mustansir Butt.	Recommendation from Council.
<b>Thursday, 3rd November 2016 at City Hall, Bradford.</b>			
Chair's briefing 13/10/2016. Secretariat deadline 20/10/2016.			
1) Mid Year Finance and Performance Report.		Stuart McKinnon- Evans/Sam Plum.	
2) Income Streams into the Council.	Report to incorporate member's comments.	Stuart McKinnon- Evans/Tom Caselton.	Corporate Overview and Scrutiny Recommendation from Wednesday 4 November 2015.

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Thursday, 3rd November 2016 at City Hall, Bradford.</b>			
Chair's briefing 13/10/2016. Secretariat deadline 20/10/2016.			
3) Safer and Stronger Communities Partnership Performance and Resources.		Rebecca Trueman/Amria Khatun.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 1st December 2016 at City Hall, Bradford.</b>			
Chair's briefing 17/11/2016. Secretariat deadline 24/11/2016.			
1) Property Programme Progress.	Report to also include details of the Council's estate. Officers to also have liaised with Members on Community Assets based in their Wards.	Steph Moore.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Universal Credit.	Report relating to the implementation of Universal Credit, as well as the development of the Local delivery Partnership be presented to this committee in 9-12 months. To also consider the re-commissioning of Strategic Advice Services and on the work un	Martin Stubbs.	Committee recommendation from Tuesday 8 September 2015.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 14th December 2016 at City Hall, Bradford.</b>			
Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
1) Policing in the District.	Further progress report which also focuses on the implementation of the new operating models across the District, with evidence of how the new operating model is working.	Ian Day/Rebecca Trueman.	Corporate Overview and Scrutiny recommendation from Thursday 3 December 2015.
2) Armed Forces Covenant.	Progress report in 12 months.	Helen Johnstone	Committee recommendation from Tuesday 8 October 2015.

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 14th December 2016 at City Hall, Bradford.</b>			
Chair's briefing 24/11/2016. Secretariat deadline 01/12/2016.			
3) Bradford District Partnership.	Report to focus on the key performance measures and outcomes.	Samantha Plum/Kate McNicholas.	Corporate Overview and Scrutiny Recommendation from Thursday 3 December 2015.
4) Industrial Services Group.	Progress report in 12 months.	Peter Keeley/Paul Egan.	Committee recommendation from Wednesday 7 October 2015.
5) Families First programme.	The cost benefit analysis for Bradford's Families First Programme be presented to this Committee by the end of the year.	Mark Anslow.	Committee recommendation from Thursday 11 August 2016.
6) Resolution Tracking.	Tracking of progress made against the recommendations made by the Corporate Overview and Scrutiny Committee.	Mustansir Butt.	
<b>Wednesday, 11th January 2017 at City Hall, Bradford.</b>			
Chair's briefing 15/12/2016. Secretariat deadline 22/12/2016.			
1) Revised Safer and Stronger Communities Plan.		Ian Day/Rebecca Trueman/Amria Khatum.	Corporate Overview and Scrutiny Recommendation from Wednesday 20 July 2016.
2) DRAFT Council Budget 2016-17.		Stuart McKinnon-Evans.	Member request.
3) Risk Management across the Council.	Further progress report, which also includes progress against the Council's Corporate Business processes and how risk can be better embedded into our risk management processes.	Stuart McKinnon-Evans/Mark St. Romaine.	Corporate Overview and Scrutiny Recommendation from Wednesday 6 January 2016.
4) West Yorkshire Police and Crime Panel.	Update from Panel Members.	Cllr Tariq Hussain. Cllr Andrew Mallinson. Cllr Steve Pullan.	Committee recommendation from Wednesday 7 October 2015.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

Page 43

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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 2nd February 2017 at City Hall, Bradford.</b>			
Chair's briefing 12/01/2017. Secretariat deadline 19/01/2017.			
1) Third Quarter Financial Position Statement. 2) Prevent Action Plan for the District.		Stuart McKinnon-Evans. Ian Day/Michael Churley.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 12 August 2015.
3) Discretionary Housing Payments.	Further progress report.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 2 March 2016.
4) Neighbourhood Panels.	Progress report.	Rebecca Trueman.	Corporate Overview and Scrutiny recommendation form Wednesday 3 February 2016.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Thursday, 2nd March 2017 at City Hall, Bradford.</b>			
Chair's briefing 09/02/2017. Secretariat deadline 16/02/2017.			
1) Council Wide Managing Attendance.		Sue Dunkley.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 3 February 2016.
2) Adults Safeguarding.	Report to focus on the Safeguarding arrangements in place.	Robert Stachan.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 2 March 2016.
3) IT Digital Strategy.		David Cawthray.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
4) WYCA/LEP update. 5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Jamie Saunders. Mustansir Butt.	

Page 14



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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 30th March 2017 at City Hall, Bradford.</b>			
Chair's briefing 09/03/2017. Secretariat deadline 16/03/2017.			
1) West Yorkshire Police and Crime Panel.	Verbal update from Panel members.	TBC.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 29 June 2016.
2) Fourth Quarter Financial Position Statement.		Stuart McKinnon-Evans.	
3) Council Tax Collection.		Martin Stubbs.	
4) Councils Corporate approach to Consultation and Engagement.		Samantha Plum/Elaine Ayris.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
<b>Wednesday, 26th April 2017 at City Hall, Bradford.</b>			
Chair's briefing 30/03/2017. Secretariat deadline 11/04/2017.			
1) Safer and Stronger Communities Partnership Performance and Resources.		Rebecca Trueman/Amria Khatun.	
2) Business Rates.		Martin Stubbs.	
3) Domestic Violence Scrutiny Review.	DRAFT Report - key findings and recommendations.	Mustansir Butt.	
4) Resolution Tracking.	Tracking the progress of recommendations made by the Corporate Overview and Scrutiny Committee.	Mustansir Butt.	
5) Overview and Scrutiny Annual Report.		Mustansir Butt.	

This page is intentionally left blank

# Democratic Services - Overview and Scrutiny Scrutiny Committees Forward Plan Unscheduled Items

## Corporate O&S Committee

Agenda item	Item description	Author	Management
1 Commissioning Framework Implementation Plan.	Porgress report.	Shahid Nazir.	
2 Policy Review within the Council.	Information Item.		
3 Scrutiny Review - Domestic Violence.		DRAFT Terms of Reference.	Mustansir Butt.
4 Bullying.			
5 Poverty Scrutiny Review.	Progress Report.	Martin Stubbs.	
6 Equality Action Progress.	Progress against the new equality objectives.	Samantha Plum/Kathryn Jones.	

This page is intentionally left blank