



Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 25 January 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
BM Smith Cooke Riaz	Warburton Arshad Hussain Watson Bacon Duffy	J Sunderland	Naylor

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	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

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 meeting held on 22 November and 20 December 2017 be signed as a correct record (previously circulated).

(Yusuf Patel – 01274 434579)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Yusuf Patel – 01274 434579)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

No referrals were made at the time of agenda publication.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. PROVISION OF A CORPORATE CONTRACT FOR THE PROVISION OF TAXI SERVICES

1 - 6

The council utilises taxi services for the transport of vulnerable children and adults, and other service areas that have a need to draw off taxi services as part of their operational needs.

Currently Fleet and Transport Services (FTS) manages a Dynamic Purchasing System (DPS) which has worked successfully for the last 4 years and is due to expire end March 2018. FTS is now seeking to re-tender this contract for a further 4 years (2 + 2 years) or in accordance with procurement regulations.

To meet its obligations under Standing Orders details of all contracts in excess of £2 million should be reported to the appropriate Overview and Scrutiny Committee to afford Members opportunity to engage in the process and the report of the Strategic Director Place (**Document “Y”**) sets out the details of the contract.

Members are asked to note the report.

(Geoff Binnington - 01274 437442)

7. RISK MANAGEMENT

7 - 12

The Strategic Director Corporate Services will submit a report (**Document “Z”**) which provides an outline of the purpose, objectives and developments in the Council’s approach to risk management.

Recommended –

- (1) That the recommendations of the Overview and Scrutiny Committee of the 11th January 2017 are implemented by the 30th June 2018.**
- (2) That the Overview and Scrutiny Committee considers an improvement plan which incorporates the following features:**
 - (i) That the Risk Coordinator Network is refreshed with all Directors required to nominate key managers within their service as the Risk Coordinator for their Department.**
 - (ii) That monthly reports are tabled at CMT, identifying progress made on the identification and recording of departmental risks. This should include applying any developments to the Council’s risk management process.**
 - (iii) Covalent is to be used for the recording of all risks across the Council including the Council Plan Delivery Programme risks.**
 - (iv) Quarterly Risk Management reports to be produced for CMT and the Executive.**

(Mark St. Romaine - 01274 432888)

8. CALLED-IN DECISION - A STRATEGY FOR GROWTH IN INCOME FROM COUNCIL TAX, BUSINESS RATES AND INVESTMENT

At its meeting on 9 January 2018 the Executive received a report of the Strategic Director Corporate Services (**Document “AP”**) which proposed a strategy for growing the Council’s sources of income from Council Tax, Business Rates and investment in assets, recommending an Investment Advisory Group is established to oversee activity and manage risks.

Executive resolved as follows:

- (1) That the basic premise underpinning Document “AP” be accepted, that targeted activity should be undertaken to grow income from:**
 - (a) Council Tax**
 - (b) Business Rates**
 - (c) Income-generating investment**
- (2) That the next steps outlined at Section 8 of Document “AP” be pursued.**

ACTION: Strategic Director Corporate Services

The decision of the Executive has been called in by Councillor Cooke.

The reasons for Councillor Cooke requesting the call-in are:

- 1. Many Members have had no opportunity to consider the governance and accountability issues around the Council’s property investment activities.*
- 2. To allow members to consider the risks of such a strategy.*
- 3. To allow members to consider whether the Government’s recently announced review of the purpose for the Public Works Loan Board affects the Council’s strategy.*

In accordance with Paragraph 8.6.9 of Part 3E of the Constitution Members of the Overview and Scrutiny Committee can, following consideration of the matter, resolve to:

- (1) Release the decision for implementation.***
- (2) Refer all or part of the decision back to the Executive to reconsider it in the light of any representations the Committee may make. The decision may not be implemented until the Executive has met to reconsider its earlier decision.***
- (3) Refer the decision to full Council for consideration, in which case the decision may not be implemented until the Council has met to consider the matter.***

If the Committee makes no resolution, in accordance with paragraph 8.6.9 of the Constitution, the decision may be implemented.

(Yusuf Patel – 01274 434579)

9. EXCLUSION OF THE PUBLIC

EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during the discussion of the Not for Publication Appendices to Executive Documents "AM" "AR" on the grounds that it is likely, in view of the nature of the proceedings, that if they were present, exempt information within paragraphs 3 and 5 (financial or business affairs and legal privilege) of Schedule 12A of the Local Government Act 1972 (as amended) would be disclosed and it is considered that, in all the circumstances, the public interest in allowing the public to remain is outweighed by the public interest in excluding public access to the relevant part of the proceedings for the following reasons:

It is in the public interest in maintaining these exemptions because it is in the overriding interest of proper administration that Members are made fully aware of the financial and legal implications of any decision.

(Ben Middleton – 01274 439607)

10. FORMER ODEON BUILDING

33 - 52

At its meeting on 5 December 2017 the Executive received a report of the Strategic Director Corporate Services (**Executive Document "AM" which contained Not For Publication Appendix 1**) which considered the options available to the Council in securing funding for the proposed refurbishment of the Bradford Odeon.

Executive resolved as follows:

- (1) *To endorse the risk assessment in the Not for Publication Appendix to Document 'AM'.*
- (2) *To endorse further detailed consideration, with partners, of the optimal legal and financial structure to develop the Bradford Odeon with their preferred delivery option being Option 2 as set out in the Not For Publication appendix to Document 'AM'.*
- (3) *To support the principle that the Council provides loan or other forms of capital to enable the development to proceed.*
- (4) *To support bids to other bodies who are willing to co-fund development.*
- (5) *To receive a further report at the earliest opportunity or at its scheduled meeting on 9 January 2018 on the preferred option and any other relevant matters.*

ACTION: *Strategic Director Corporate Services*

At its meeting on 9 January 2018 the Executive received a report of the Strategic Director Corporate Services (**Executive Document "AR" which contained Not For Publication Appendix 1**) which provided

an update on Bradford's city centre regeneration projects including further details in respect of the Former Bradford Odeon, following on from Executive on 5th December 2017.

Executive resolved as follows:

- (1) *That the contents of Document "AR" be noted and the recommendations in the confidential appendix be approved as amended.*
- (2) *That the Chair of the Corporate Services Overview and Scrutiny Committee be requested to add the report to the work programme for the 25 January 2018 meeting and it be noted that the report is on the work programme of the Regeneration and Economy Overview and Scrutiny Committee for the 23 January meeting.*

ACTION: *Strategic Director Corporate Services*

The Strategic Director Corporate Services will submit a report (**Document "AA" "containing Not for Publication Appendices 2 & 4"**) which sets out the respective reports considered by the Executive at its meetings held on 5 December 2017 and 9 January 2018.

Recommended –

Members are asked to consider the report and comment as appropriate.

(Ben Middleton – 01273 439067)

NOTE: Please note that the Not for Publication Appendices are being circulated to Members of the Committee only, if you are sending an alternate to the meeting please advise me as soon as possible, and I will ensure they receive a copy of the NFP document in advance of the meeting.

11. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2017/18

53 - 66

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document “AB”**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2017/18.

Recommended –

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

(Mustansir Butt – 01274 432574)



Report of the Strategic Director Place to the meeting of Overview and Scrutiny Committee to be held on 25 January 2018.

Y

Subject: Provision of a corporate contract for the provision of Taxi Services

Summary statement:

The council utilises taxi services for the transport of vulnerable children and adults, and other service areas that have a need to draw off taxi services as part of their operational needs.

Currently Fleet and Transport Services (FTS) manages a Dynamic Purchasing System (DPS) which has worked successfully for the last 4 years and is due to expire end March 2018. FTS is now seeking to re-tender this contract for a further 4 years (2 + 2 years) or in accordance with procurement regulations.

To meet its obligations under Standing Orders details of all contracts in excess of £2 million should be reported to the appropriate Overview and Scrutiny Committee to afford Members opportunity to engage in the process.

Steve Hartley
Strategic Director of Place

Portfolio:

Department of Place

Report Contact: Geoff Binnington
Phone: (01274) 437442
E-mail: Geoff.binnington@bradford.gov.uk

Overview & Scrutiny Area: Corporate



1. SUMMARY

- 1.1. The council utilises taxi services for the transport of vulnerable children and adults, and other service areas that have a need to draw off taxi services as part of their operational needs.
- 1.2. Currently Fleet and Transport Services (FTS) manages a Dynamic Purchasing System (DPS) which has worked successfully for the last 4 years and is due to expire end March 2018. FTS is now seeking to re-tender this contract for a further 4 years (2 + 2 years) or in accordance with procurement regulations.
- 1.3. To meet its obligations under Standing Orders details of all contracts in excess of £2 million should be reported to the appropriate Overview and Scrutiny Committee to afford Members opportunity to engage in the process.

2. BACKGROUND

- 2.1. Fleet and Transport Services currently administers a Dynamic Purchasing System (DPS) for the provision of taxi services for transportation of vulnerable children and adults across the District. This DPS commenced in 2014 and achieved initial first year savings of £572.5k when retendering runs on a like for like basis. It continues to provide a cost efficient means of procuring transport.
- 2.2. The DPS allows FTS to address transport needs for both regular home to school transport services on a daily basis throughout the academic year for c850 school students with special education needs or attending Pupil Referral Units.
- 2.3. The department also provides a responsive service which meets the needs of ad-hoc service users (adults, children and staff) across the District, currently addressing transport needs for c. 51 looked after children, c30 post 16 college students and c.175 vulnerable adults attending day care.
- 2.4. The contract has an annual spend of £6M, and is funded by Children and Adult Services with the control of spend following a control process administered by FTS planning routes to meet client needs with approval being sought from the relevant service prior to implementation.
- 2.5. The DPS provides a call off framework, and is open to suppliers to enter at anytime (providing they meet minimum entry criteria) and lasts for a maximum of 4 years. Each of the council's requirements for taxi services would then be bought through mini competition via the DPS which would be open to the widest possible market securing competitive process and value for money.

3. OTHER CONSIDERATIONS

- 3.1. Taxi requirements for vulnerable client groups requires a high quality service that responds to and provides suitable transport for individual needs whilst covering the geographical extent of the District.
- 3.2. Children's services and Adult Services are currently reviewing transport requirements, and it is likely there will be changes to the demand for taxi services in the future which will require a highly flexible contracting system that is responsive to changing client needs and, or funding arrangements, whilst maintaining specified levels of service quality.



- 3.3. Both Children's Services and Adult Services transport needs can be subject to frequent variation as new clients "enter the system", move house or move into/leave the district or their needs change.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. Current contract spend providing taxi services to vulnerable people totals £6m p.a. However, it is acknowledged that future levels of spend may change. The DPS will continue to provide a flexible contract for the delivery of the taxi services that has no liability for the council to suppliers should the level of spend change.
- 4.2. Whilst transport requirements continue to be reviewed the level of spend in this area requires the Council to comply with European Procurement Directives for the purchase of goods, services or works.
- 4.3. Due to the proposed contract value there is also need to follow the Council's Standing Orders for contracts in excess of £2m in value.
- 4.4. FTS manages the Council's taxi service contract on behalf of service areas with requirements to transport vulnerable children or adults: the contract also provides a corporate resource for other service areas with need to draw off taxi services as part of their operational needs. Approvals and cost for provision of taxi services would be met by the relevant budget holding service area.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1. There are no significant risks arising out of the implementation of the proposed recommendation. Furthermore, it is proposed that taxi services will continue to be provided through a DPS on a call off arrangement making no guarantee of a minimum or maximum value of work for suppliers, placing no liability on the Council should the demand for services increase or decrease.
- 5.2. Procuring taxi services through the DPS requires the tendering process to be administered electronically and a bespoke system is already in place for this and has worked successfully for the last 4 years.

6. LEGAL APPRAISAL

- 6.1. Standing Orders (paragraph 5.3) state that before entering into a contract the appropriate officer must:

5.3.7 For contracts in excess of £2 million and where funding has been identified through the budget process or otherwise, report details to the appropriate Overview and Scrutiny Committee by using the pre-contract reporting process held by the Assistant Director Commissioning and Procurement.

The purpose for the pre-decision scrutiny for contract award is to afford the opportunity for the appropriate scrutiny committee to be engaged in the process, and although the decision to award is not taken by scrutiny, it is good practice to ensure that scrutiny is involved so they have opportunity to inform the process.



- 6.2 The Public Services (Social Value) Act 2012 came into effect on the 31st January 2013. This requires Local Authorities when procuring for services and framework contracts for services above the EU threshold of £173,949 to consider how:
- (a) What it is proposed to be procured might improve the economic, social and environmental well-being of the area
 - (b) In conducting the procurement process, it may act with a view to securing that improvement;
 - (c) Whether or not to consult on these matters
- 6.3. The taxi services contract inherently has the potential to promote the social well being of the area as it fundamentally provides transport services to vulnerable people within the District, improving their quality of life and life chances. Secondly requirements are locally driven (transport of citizens to destinations within the district); such requirements are likely to be best met by suppliers with strong local knowledge and presence, thereby promoting local employment and economic benefit. FTS facilitate the Private Hire Association meetings and regularly engage with suppliers and will continue to do this prior to the start of a formal tendering process.
- 6.4. The view is therefore that the Council should not seek to secure further social value from the Taxi Services DPS, nor that it should consult on this matter, However to ensure good practice, and that social, environmental and economic benefits continue to be maximised by pro-active contract management to monitor supplier performance in terms of; support for local businesses, reduced environmental impact in the delivery of services (particularly vehicle emissions) and promotion of local employment opportunities.
- 6.5. A DPS contract can last for a maximum of 4 years and whilst it makes no guarantee to award a contract to any supplier who has registered it is by its nature inherently flexible and thereby responsive to variations (through running mini competitions) for example to meet changes in client needs or reviews of transport funding. The DPS will also continue to promote competition amongst all eligible suppliers to secure value for money for the council.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Although the taxi service contract provides services to vulnerable children and adults there are no equality or human rights act implications to consider as part of this report.

7.2 SUSTAINABILITY IMPLICATIONS

There are no Sustainability implications to consider as part of this report

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Whilst the use of taxi services as a transport solution has greenhouse gas production implications FTS seeks to minimise its impact through efficient route planning, and promoting the use of alternative fuel vehicles through contract management.



7.4 COMMUNITY SAFETY IMPLICATIONS

There are no Community safety implications to consider as part of this report

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act implications to consider as part of this report

7.6 TRADE UNION

There are no Trade Union implications to consider as part of this report

7.7 WARD IMPLICATIONS

There are no ward implications to consider as part of this report

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

There are no Area Committee implications to consider as part of this report

8. NOT FOR PUBLICATION DOCUMENTS

There are no Not for Publication Documents to consider as part of this report

9. OPTIONS

- 9.1. Do nothing. This option would not allow the Council to meet its commitments to provide transport post March 31st 2018.
- 9.2. Externalise management and tendering of a taxi service. This approach has been used previously and found to be highly inefficient and costly, and also has potential TUPE implications.
- 9.3. Initiate a new type of contract. There is no evidence to suggest that there is any contract in the market place which could provide the flexibility and value for money to meet the Council's needs for the future.
- 9.4. Tender each taxi service requirement and variation individually. Such an approach would require extensive resources and could also be viewed as contravening procurement law as disaggregating demand.
- 9.5. Relet the DPS Contract for a further period of 4 years (2+2) or in accordance with procurement regulations. This would continue to deliver economic benefits for the Council and the local economy. Competition is open to all eligible suppliers and potential suppliers are able to apply for eligibility throughout the duration of contract.



10. RECOMMENDATIONS

10.1. To continue to procure taxi services through a Dynamic Purchasing System (DPS).

11. APPENDICES

There are no appendices

12. BACKGROUND DOCUMENTS

There are no background documents





Report of the Strategic Director Corporate Services to the meeting of Corporate Overview and Scrutiny Committee to be held on 25th January 2018.

Z

Subject:

Risk Management

Summary statement:

This report provides an outline of the purpose, objectives and developments in the Council's approach to risk management.

Stuart McKinnon-Evans
Strategic Director Corporate Services
Report Contact: Mark St. Romaine
Head of Internal Audit, Insurance,
Information Governance and Risk
Phone: (01274) 432888
E-mail: mark.stromaine@bradford.gov.uk

Portfolio: Leader of the Council

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The purpose of the report is to update CMT on progress made in relation to risk management and to detail a new risk structure to support the Council's position. This report looks to establish a number of actions which should enhance the Council's risk management outcomes.

- 1.2 The Governance and Audit Committee has recently approved a new code of corporate governance which states the importance of:

"Managing risks and performance through robust internal control and strong public financial management"

This reaffirmed the need for risk management to be a central component of the Council's management arrangements.

- 1.3 At the Corporate Overview and Scrutiny Committee of the 11th January 2017 it was resolved –

- (1) That the Executive ensures that Portfolio Holders review Departmental Risk Registers in their respective areas of responsibility.
- (2) That this Committee requests that all Overview and Scrutiny Committees consider Departmental Risk Registers relevant to their area of responsibility.
- (3) That a progress report be presented to this Committee in 12 months time.

2. Background

- 2.1 Work to update the strategic and departmental risk registers is ongoing, however despite small levels of additional resource being allocated, progress is still slow to establish them with sufficient quality. There has correspondingly been limited opportunity to share their contents with either Portfolio Holders or the relevant Overview and Scrutiny Committee

- 2.2 From a management perspective the most important outcome from risk management is that internal controls are put in place which reduce the likelihood or the impact of a risk event. It is also important that the Council is aware of what its key risks are and is focusing realistically on the issues that create barriers for effective service delivery. As an organisation accountable to the local community, it is also important that we can demonstrate how the risks to our citizens are managed by reporting publicly on our risk management processes.

- 2.3 One positive aspect of the current Council risk register is that the identification of risks remains focused and relevant. When the Council has benchmarked its register against other local authorities, there have been no risks identified which the Council has not recognised. Indeed one of the benefits of the Council's risk evaluation, has been to realistically appraise the likelihood and potential impact of risks against a more speculative approach.

- 2.4 When the Council originally adopted its risk strategy in 2005, a number of staff were allocated the role of risk coordinator. They were located within departments to support the implementation of risk management within their service. With both the decline in staffing levels and changing responsibilities, the network requires a refresh. This would

make it possible to further embed risk management, however there is an issue of resources and whether appointments can be made with the required skills and capacity to deliver on improvements.

- 2.5 The Council has a new risk register from the Council Plan Delivery Programme. A number of the risks are duplicates of the Strategic Risk however others reflect key operational risks that the delivery boards are looking to manage. This is linked into both budgetary pressures and service demands. A revised draft Council Risk Management Organisational Framework incorporating these changes is outlined below.

Council Risk Management Framework



The core feature is the Council's Strategic Risk Register being supported by the risk management processes of Information Governance, Business Continuity, Health and Safety, the Council Plan Delivery Programme and risk registers that support the Council's major projects including capital. The advantage of using the Council Plan Delivery Programme is that the risks within this will remain up to date. Below the pillars of the main processes will be the operational risks which will include the departmental risk registers supporting service delivery.

- 2.6 One issue of concern within the current risk management approach is its complicated e scoring matrix which classified risks according to the likelihood and impact. Whilst the overall principal is satisfactory there is an argument that the Council moves to a more simpler classification with a four by four grid or even three by three grid. This would make the Councils risk register template easier to complete and analyse.
- 2.7 The Council operates Covalent to record its performance information and has been used for the Council's Strategic Risk Register and other departmental risks. However it is the case that other risks registers across the authority are being kept on stand alone systems. The use of stand alone systems means that there is no corporate oversight on the risk environment of the Council and there is no mechanism for the escalation of risks to enable appropriate management intervention. If Covalent was to be made compulsory then the Council could capture all of its risks in one place. As a reporting tool Covalent could then be used to promote a more transparent approach to risk. It should be noted that some Council functions are required to report externally on risks on other proformas. In such cases Covalent should only be used as a summary record.
- 2.8 The quarterly reporting of risk along with finance and performance data is normally viewed as good practice in relation to risk management. The Council has yet for this to be successfully adopted either at CMT or through the Executive. If Covalent was used to capture all the risks and these were maintained properly, it would be possible not only to deliver regular reporting but also to produce specific reports. These could identify new and emerging risks or those at an operational level which have a high impact if they materialised. A further improvement would be a clearly specified reporting timetable so that CMT are aware of significant changes to the risk register and where and to whom risks are reported.
- 2.9 One West Yorkshire Council has a process where they report two strategic risks in detail to every meeting of the Audit Committee. This report is accompanied by a talk from the key officers managing the risk. This has the benefit of incorporating senior management contributions into the risk management process and delivering effective oversight into the management of key risks across the Council. This could be adopted by Bradford Council, through for instance a regular report to the relevant Overview and Scrutiny Committee.

3. OTHER CONSIDERATIONS

None

4. OPTIONS

4.1 Corporate Overview and Scrutiny Committee may -

- Endorse the risk management proposals outlined in this report.
- Comment or seek further information on its application.
- Make recommendations on the content, timing and format of risk management reporting for Members

5. FINANCIAL & RESOURCE APPRAISAL

There are no financial issues arising from this report

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no additional risks arising out of the implementation of the proposed recommendations in this report.

7. LEGAL APPRAISAL

There are no legal issues arising from this report.

8. OTHER IMPLICATIONS

9. EQUAL RIGHTS

Risk management assists in ensuring barriers to the delivery of services are reduced which in turn supports the achievement of equality and diversity.

10. GREENHOUSE GAS EMISSIONS IMPACTS

There are no impacts on Gas Emissions.

11. SUSTAINABILITY IMPLICATIONS

Risk Management examines the sustainability of the activity and ensures that mechanisms are in place to deliver business continuity.

12. COMMUNITY SAFETY IMPLICATIONS

Community safety implications are considered when identifying strategic risks such as safeguarding.

13. HUMAN RIGHTS ACT

The Strategic Risk Register will take into account any Human Rights Act implications.

14. TRADE UNION

There are no specific implications for the Trade Unions arising from the report.

15.. WARD IMPLICATIONS

In general Strategic Risks by their nature do not focus on individual ward issues.

16. NOT FOR PUBLICATION DOCUMENTS

None

17. RECOMMENDATIONS

- 17.1 That the recommendations of the Overview and Scrutiny Committee of the 11th January 2017 are implemented by the 30th June 2018.
- 17.2 That the Overview and Scrutiny Committee considers an improvement plan which incorporates the following features
 - 17.2.1 That the Risk Coordinator Network is refreshed with all Directors required to nominate key managers within their service as the Risk Coordinator for their Department.
 - 17.2.2 That monthly reports are tabled at CMT, identifying progress made on the identification and recording of departmental risks. This should include applying any developments to the Council's risk management process.
 - 17.2.3 Covalent is to be used for the recording of all risks across the Council including the Council Plan Delivery Programme risks.
 - 17.2.4 Quarterly Risk Management reports to be produced for CMT and the Executive.

18. APPENDICES

None

19 BACKGROUND DOCUMENTS



Report of the Strategic Director Corporate Services to the meeting of Executive to be held on 9 January 2018.

AP

Subject:

A Strategy for Growth in Income from Council Tax, Business Rates and Investment

Summary statement:

This report proposes a strategy for growing the Council's sources of income from Council Tax, Business Rates and investment in assets, recommending an Investment Advisory Group is established to oversee activity and manage risks.

Stuart McKinnon-Evans
Strategic Director – Corporate
Services

Report Contact: Stuart McKinnon-
Evans
Phone: (01274) 432800
E-mail: [stuart.mckinnon-
evans@bradford.gov.uk](mailto:stuart.mckinnon-evans@bradford.gov.uk)

Portfolio:

Leader of Council and Corporate

Overview & Scrutiny Area:

Corporate

1.0 SUMMARY AND CONTEXT

This report proposes a strategy for growing the Council's sources of income from Council Tax, Business Rates and investment in assets, recommending an Investment Advisory Group is established to oversee activity and manage risks.

1.1 Outlook for Continued Austerity

The financial outlook for the Council continues to be dominated by a cocktail of funding squeezes and inflationary and demand-led cost pressures. This situation has been laid out in detail in the Medium Term Financial Strategies and Budget documents during 2017.

As Revenue Support Grant reduces, eventually to zero, by 2020/21, the composition of sources of income changes dramatically, with an increasing reliance on local sources, both taxation and non-taxation.

1.2 Council Resolution

Council of 17 October 2017 passed a resolution asking for this report.

2.0 AMBITION TO GROW INCOME

Growing income from all sources has always been material in previous budget rounds.

This report seeks to give added impetus, through new initiatives to grow income from:

- Council Tax
- Business Rates
- Surpluses from investments in income-generating assets.

Each of these sources is discussed in more detail below.

2.1 Council Tax

The Council Tax system has been operating in England since 1993. Despite attempts to reform and revalue in the 24 years since, the system remains largely the same. Out of all our sources of income, it is the one that carries the most certainty both in terms of future sustainability and amounts collectable due to the amount of legislation that underpins the system

Council Tax is a mainstay of income, now accounting for funding just over 50% of the Council's net budget of £365m in 2018/19, up from 46% in 2017/18. By 2020/21, this proportion will be c 59%

Collection rates have remained relatively static, with 2016/17 outturn at 97%. The proposed reform to the Council Tax Reduction scheme will increase the value of the Council Tax Base as a source of revenue.

Bradford's 2017/18 Band D rate of £1,257.86 is the fifth lowest of the 36 English metropolitan authorities. Only Trafford, Wigan, Dudley and Doncaster have lower

rates. The average Band D rate for the metropolitan authorities is £1,380 with Gateshead levying the highest rate of £1,606.

In the Council's financial plan, tax rate increases have been set at the maximum the current referendum and precepting rules allow. Our Medium Term Financial Plan (MTFP) assumes the Band D rate will increase by the current maximum allowable amount for general services of 1.99% per annum.

The MTFP assumes a modest rise of 750 Band D equivalent properties each year – any growth initiative must exceed that to be cost-effective. Therefore, the approach must be to grow the base, as well as continue to increase the rate.

2.2 Business Rates

Business is a further mainstay of income.

From a funding perspective, the current Business System has been in operation since April 2013. It works on the basis of 'shares' between local authorities (Councils, Fire authorities) and Central Government. In Bradford, 49% of income is retained by the Council, 1% by West Yorkshire Fire and Rescue Service and the remaining 50% by the Government.

The combination of the locally retained share of gross business rate income collected, and the Top Up Grant account for funding 36% of the 2018/19 net budget, with the proportion set to rise. Localised Business Rates (ie the 49% share retained by the Council) will account for 18% of the net budget in 2018/19, rising to 20% by 2020/21.

There is a high degree of uncertainty about the business rate system – in particular the national redistribution system of tariffs and top-ups which moves money from relatively lower to higher need locations. But the underlying fact remains that Business Rates taxation buoyancy will continue to be vital for the stability and sustainability of local authority funding sources.

Final collection rates are reliably in the 98-99% range, albeit the outcome of appeals have frequently left the collection fund worse off than anticipated. Since the scheme was introduced, the ability of businesses to appeal their valuation has meant this income stream is highly volatile. A successful appeal results in a reduced bill and backdated refund for the business, all of which impacts on a Council's bottom line. Since 2013, the Council has refunded £24.9m to businesses, £12.2m of which has been at the local taxpayers expense.

Given this volatility, the MTFP assumes no real growth in Business Rates income other than the inflationary uplift applied to the nationally set multiplier.

Bradford's Business Rate tax base comprises c 18,700 properties, of which c 8,100 (43%) have a relatively low rateable value (up to £12,000). Around 25% of properties have a rateable value of over £50,000. An income-boosting strategy will, plainly, gain a higher return by concentrating on higher value properties. The average rateable value in Bradford is £7,340. The average varies across our region markedly across Councils, from under £6,000 in Calderdale and Kirklees, to around £11,000 in Wakefield and £12,300 in Leeds. This again points to disparities in the

underlying tax bases of different Councils. A high return would be gained by concentrating on growth which boosts that average. Clearly, targeting would need to be compatible with the District's economic growth strategy.

Past initiatives have included incentives to encourage relocation – such as the City Centre Growth Zone, and Enterprise Zones) – with the aim of creating longer-term tax yields, albeit with short-term reliefs and rebates.

2.3 Investment Returns

The third strand of this report relates to the potential for investing in assets to generate revenues.

The sustained period of austerity since 2010 has required councils to act imaginatively in order to mitigate the impact of Government funding reductions to protect front line services.

Against the backdrop of historically low interest rates, an area of significant development has been around investing surplus cash in property and property based investment funds in order to generate a commercial return. Many UK councils are pursuing property investment as a source of revenue.

These developments have not been without controversy and recently there has been much commentary in both the national and Local Government trade press as to whether councils should be able to make such investments.

The arguments for investing focus around the protection of frontline services and the utilisation of the general powers of competence in the Localism Act. The arguments against centre around exposing the local taxpayer to undue risk and that the cheap borrowing that councils can acquire from the Public Works Loan Board (PWLb) is distorting the market for private investors.

In recent weeks, the Government has issued a consultation on changes to the Capital Financing regulations. Of relevance to property investments is the requirement to publish an 'Investment Strategy' which will require councils to justify their investment decisions. The Chartered Institute of Public Finance & Accountancy (CIPFA) will also be issuing an updated Prudential Code in 2018 which will further strengthen reporting around council investment practices.

Bradford has an annual rental income from property of £2.8m, and has recently started to explore the prospect of larger acquisitions (the Hall Ings NCP car park being the first lease purchased).

In addition, the Council has a £4.1m stake in the Leeds City Regional £20m Revolving Investment Fund, which invests in commercial ventures (typically housing, property or commercial ventures) alongside others. Returns are reinvested in the Fund for re-lending.

3.0 GROWTH INITIATIVES

The rest of this report concentrates on initiatives designed to grow tax bases and generate income from investment.

3.1 Council Tax

Since 2010 Bradford's Housing Development and Enabling Team have been developing new homes for residents of the district using Council resources and HCA Grant funding. The team also undertakes limited work with Registered Providers (Housing Associations and private developers) to increase the number of homes built in Bradford. The team is funded entirely by income generated through the Affordable Housing Programme and their focus is on affordable homes built for rent or for sale.

The Council has a track record of delivery and a commitment to sustainable, good quality housing growth. We can already demonstrate the use of Council owned assets to support our own housing programmes and are working with colleagues in Estates Management to explore the following:

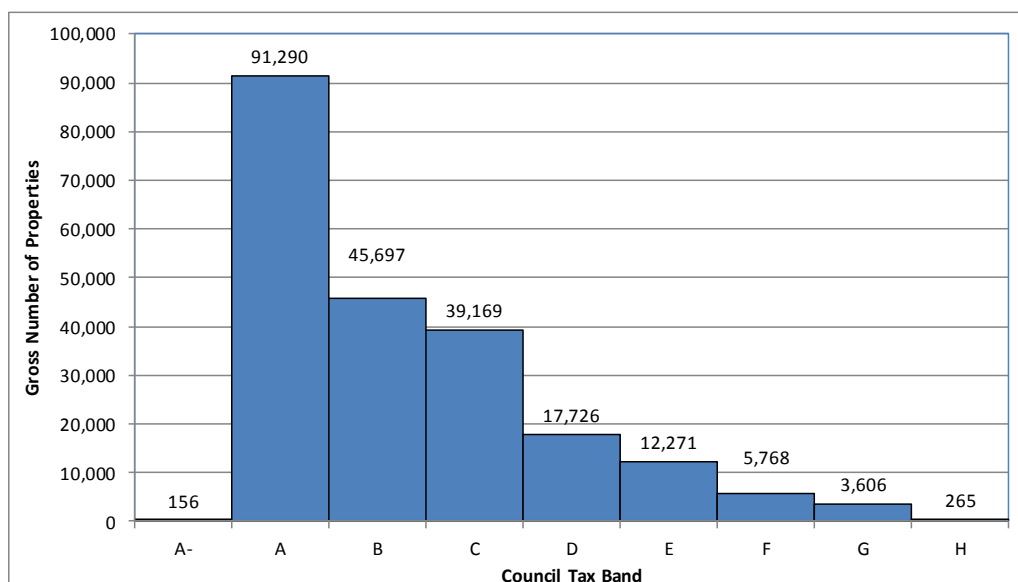
- packaging land sales to developers,
- disposals to Registered Providers
- approach to using and acquiring sites for our own stock development.

3.1.1 Baseline forecast

The Medium Term Financial Plan and proposed budget assume a prudent increase in the taxbase of 750 Band D properties per annum, the equivalent of £943k in new income

3.1.2 Income Growth Depends on Mix of Property Values

The graph below shows the distribution of the number of gross properties across the Council Tax banding system. As can be seen, the distribution is skewed heavily towards the lower value bands, with more than half the number of properties in the district being in the A- to B bandings.



The table below shows the different values of properties in Band's A, D and H both

in relation to each other and the value in Council Tax income that they each yield for 750 units. The summary conclusion is that a district that has a predisposition for lower value properties has to build more volume or identify ways of building higher value housing, to generate as much income as a more affluent district.

Illustrative Composition and Yield of 750 Band D Equivalent Properties			
	Proportion	Comparative Figure	Yield from 750 Properties (£k)
Band A	6/9	1,125	628.9
Band D	9/9	750	943.4
Band H	18/9	375	1,886.8

3.1.3 Aspirational Growth from Stimulating More Housing Development

In order to deliver a more ambitious programme and stimulate activity with an improved pipeline of schemes the Council needs to adopt a proactive approach to delivering and enabling growth. The White Paper “Fixing Our Broken Housing Market” <https://www.gov.uk/government/publications/fixing-our-broken-housing-market> is in line with our ambition and the multi tenure approach, recognising the need to deliver new homes across the spectrum of affordability.

The White Paper also recognises the role of local authorities as a deliverer and an enabler and in response we are seeking to develop a programme of activity to accelerate delivery, working with partners to ensure Bradford district makes its contribution to national housing targets.

3.1.4 Development of Housing Delivery Function

The proposal is to establish a multi-disciplinary delivery team (**‘Housing Delivery Team’**). They will be responsible for working across the Council and with partners to deliver an annual housing delivery programme with performance targets. The team will lead the way in making the council’s approach more dynamic and pro-active; bringing together existing and new functions. Its focus will be:

- Finding solutions to unlocking the delivery of stalled sites including identifying “quick wins” to facilitate delivery. Working with colleagues in Planning the Housing Delivery Team will map and monitor all public and private housing delivery sites. With limited resources the Housing Delivery Team will not be able to actively support all housing developments therefore a list of priority development sites will be identified and agreed. The Housing Delivery Team will prioritise its resource to support accelerating the delivery of housing on these priority sites which will form the initial pipeline whilst a viable development pipeline is established for future delivery. Sites may be brought forward into the

priority development list, as other sites either move forward into delivery, or to manage slippage.

- Working collaboratively with land owners, developers and officers to broker resolutions to facilitate delivery, utilising links with developers. One issue developers often raise is that they do not have a single point of entry to the system and often receive conflicting messages about policy and priorities. The new single multi-disciplinary team and improved process and policies are designed to overcome these, and other, barriers and to create a more pro-active and coordinated approach.
- Identifying innovative solutions to overcome constraints to housing delivery. Examples include:
 - Obtaining outline planning permission on Council owned sites: as part of the disposal process of Council owned residential land either outline planning permission or permission in principle will be obtained to mitigate risk, create certainty for the buyer and increase the value of the land to the Council.
 - Exploring and supporting innovation: housing is not just delivered by volume builders and Councils so the team will work with community groups, self-builders, small and medium sized builders and community land trusts to unlock the potential of some of the smaller residential sites.
 - Procure delivery partners: plan procurement routes to secure strategic delivery partners
- Equipping the council with the tools and expertise to implement future strategies and actions plans for accelerated housing delivery
- Devising a strategic plan for improved housing delivery.

3.1.5 Potential Success Measures

The rationale for the team is based on securing supply output (increasing delivery against the Core Strategy targets) and council tax / NHB (New Homes Bonus) revenues. In addition there are the associated skills and employment benefits linked to increased delivery. Programme outputs could be reported across main workstreams (council, affordable and market housing) as a simple number update table:

- On the council new build: units handed over; starts on site; empty homes brought back into use and drawdown of external grant funding in £s.
- Affordable and specialist housing: units delivered (through AHP, s106); Percentage of the AHP committed; hectares of council land made available.
 - Members are also interested in the nature and quality of relationships with the Registered Providers and 3rd sector so we could introduce a Key Account Management approach which could see diversification of providers and increased supply.
 - The Acceleration Programme (unlocking private sites): number of land owners we're in dialogue with; starts on site; external funding bids either submitted by us or supported.

- Leeds are also just introducing a brokerage approach joining up SMEs (incl RP's) with land owners via the HCA. This would be beneficial and could be incorporated.

The Programme's contribution to delivering council & affordable housing plus efforts to support SMEs delivering the Core Strategy targets therefore means ?DCLG, and in particular Homes England (HCA), would be supportive in terms of sector support for SMEs.

3.2 Business Rates

3.2.1 Baseline Forecast

MTFS assumes annual growth in Business Rates income of c 2%, reflecting inflationary uplift rather than volume growth.

3.2.2 Economic Growth Strategy

The principal tool to stimulate growth in the Business Rates will be Council's Economic Growth Strategy, currently in development

3.2.3 The Purpose of the Economic Growth Strategy

Bradford District's new economic growth strategy sets out an ambition to grow our economy so we can close the £4bn productivity gap with the rest of the UK and create 22,000 new jobs.

It identifies four key opportunities around which the Council, partners and government can take action:

- Our young and enterprising population; ensuring our young people are equipped to succeed and drive our future economy.
- Our distinctive offer: capitalising on our distinctive places and cultural assets to create compelling investment proposition
- Our growth potential: building on business strengths to improve productivity and create the conditions for growth.
- Our globally connected district: improving transport infrastructure and digital connectivity, and supporting businesses to increase exports.

The strategy is currently in the final stages of development, in advance of partnership approval and Council endorsement in March 2018.

3.2.3 Investing in Delivery

The strategy will identify key delivery mechanisms to stimulate inclusive economic growth. These will include:

- Growing our Industrial Centres of Excellence to ensure young people are equipped with the skills needed to prosper.
- A new approach to bringing our mills back into productive use, creating attractive and viable environments for live and work space that provides an offer for businesses that complements that of Leeds.
- Investment in our cultural industries, including the agreed loan to support the delivery of Bradford Live which will increase the attractiveness and economic vibrancy of our city centre

- Supporting our key sectors including developing a manufacturing week with the Chamber of commerce and building on our digital strengths and assets.
- Prioritising a city centre stop for Bradford in Northern PowerHouse Rail – an investment which it is calculated will bring £1.3 billion for the regional economy through improved access to jobs and markets across the North of England.

3.2.4 Co Investment

- With the private sector - e.g. #manufacturing week – i.e. delivering with the Chamber – not just investment in physical infrastructure
- Joint initiatives with public sector –i.e. DHEZ – University of Bradford led
- Use of our investment as grant giving– i.e. expansion and extension (time and geography) of city centre growth zone – supporting businesses to create jobs, improve premises, expand and grow etc.
- Use of our investment as loan – e.g. Odeon – building on ground breaking experience with Provident Financial.
- Significant WYCA / LEP investment in supporting business growth

3.2.5 Measuring Impact

The measures in the Economic Growth strategy reflect the overall health of the economy (GVA, employment, skills, earnings and emissions), and will be used to assess the outcomes which we are working to achieve. Council Plan indicators will be used to track Bradford Council's specific contributions.

Bradford currently collects business rates (gross) of around £140 million on a GVA of £9.5 billion. A simple calculation suggests a GVA uplift of £1bn creates an additional £14.7m additional tax. The Economic Growth Strategy has an ambition of an economy for the district of £13.6 billion, which would mean a business rate base in the region of c £200m. .

3.2.6 Policy Links

- Work on the economic growth strategy commenced with Bradford's response to the Industrial Strategy green paper at the beginning of 2017. Bradford's draft economic growth strategy aligns well in terms of the five foundations (Ideas, People, Infrastructure, Business environment and Place) and there is a strong read through to the four opportunities identified in our growth strategy as follows:
- Our Young and Enterprising Population(People)
- Our Distinctive Offer (Place)
- Our Growth Potential (Ideas, Business Environment)
- Our globally Connected District (Infrastructure).

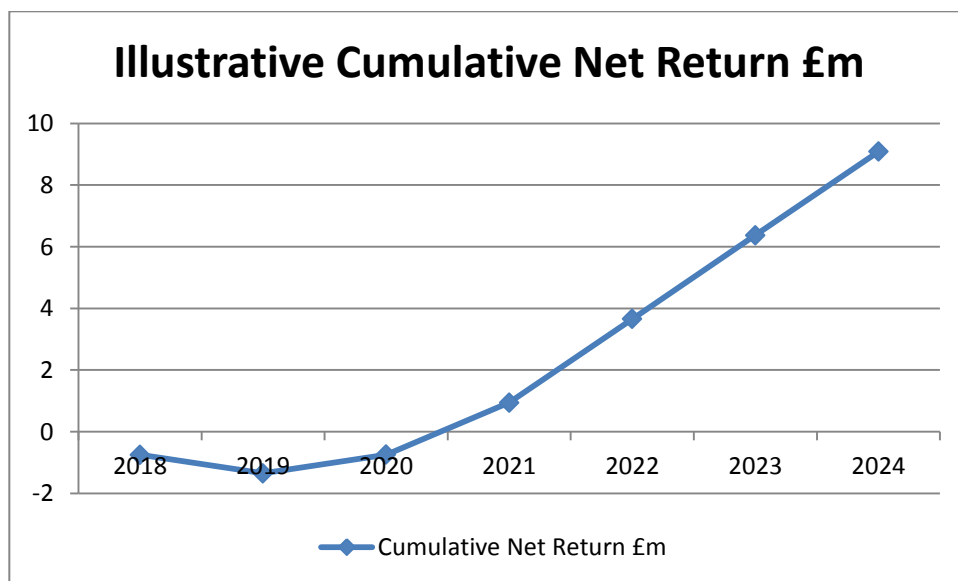
The Industrial Strategy white paper includes a commitment to developing local industrial strategies – led by LEPs in non mayoral areas. The Leeds City Region LEP is committed to developing an *Inclusive* Industrial Strategy, that builds from the bottom up and therefore draws upon the priorities in Bradford and the other districts' economic growth strategies (which are all also in a variety of stages of development).

3.2.7 Target Return on Investment

The graphic below illustrates the additional cumulative net income that would be gained as a result of:

- Investing £0.75/0.75/0.75/0.35m in activity to stimulate growth in Council tax and business rates, from 2018 to 2021
- Creating an additional 500 Band D equivalent units each year, albeit with a year's delay before income comes on stream
- Adding £50,000 per year (ie an additional around 7 average business per year), again with a delay

By 2022 the additional annual gross income is £2.7m. After a net cumulative loss up to and including 2020, the net cumulative return rises to over £9m by 2024, assuming those houses and new businesses continue to yield tax.



The table below exemplifies the number of Band D houses that would be needed over and above the baseline 750, to achieve a payback over x years, assuming again investment of £0.75/0.75/0.75/0.35m, which would also achieve a £50,000 addition to Business Rates

Additional Band D Houses required each year to achieve target payback	Payback period
5,870	2 years
768	3 years
355	4 years
184	5 years

3.3 Investment Fund

In this section, we outline an investment fund which could be established to generate income.

3.3.1 Property

As mentioned earlier, the Council has already acquired and is considering other Bradford properties. This activity was authorised through the Executive report on 4 April 2017.

The Council's existing property portfolio comprises some 600 properties, with a capital value of c £45m, which generate an income of c £2.8m per year.

Investing in Bradford property speaks to the notion of utilising the Bradford Pound, and supports the ambition to stimulate local economic activity. However, in order to reduce the over-reliance on one locality, consideration should also be given to property outside the Bradford district. This could involve investment in more broadly based property funds, or acquisition of individual properties in other locations.

3.3.2 Assets Other Than Property

In order to reduce reliance on one asset class, consideration should be given to investment in other assets including bonds and shares. This would go beyond the scope of current treasury management activity, whose premium is on security rather than yield, and would signal a higher risk appetite.

The investment management team from West Yorkshire Pension Fund have provided advice on the matters that would need to be part of an Investment Strategy in embarking on this route, bearing in mind the upside and downside risks entailed.

As a reality check on the potential gains involved, an investment fund has to be sizeable to generate an annual return that is meaningful for the net revenue budget. For example, assuming a net annual return of 2%, a fully invested fund of £50m would be required to generate £1m. In context, £50m additional capital investment activity represents a circa X% increase in the CIP to generate only a 0.3% increase in the net budget.

Accordingly, the greater and less risky returns are likely to be afforded from tax base growth, especially housing.

3.3.3 Social Purpose

In order for investment activity to be consistent with the Council's overarching objectives, it would have defined social purpose (see below on investment strategy). As a minimum the purpose of the investment would be to generate additional income that can be used to fund services otherwise unaffordable. It would be an option to earmark returns on investment for specific purposes, though this may limit financial flexibility.

4.0 FINANCIAL APPRAISAL

4.1 Revenue Budget

The currently proposed budget 2018/19-2020/21 does not assume any additional income from the growth strategy which is the subject of this report. It does provide for:

- £750K funding for growth initiative
- A growth in the income stream from estates and property of £0.8m by 2020/21 from a base of £2.8m

The revenue budget also provides the consequences of the existing capital programme. The Council has adopted a general rule that capital financing costs should not exceed 15% of the net revenue budget. This has become more difficult in recent years as the net budget has decreased as a result of continued reductions in Government funding. The current ratio is 16.1%.

The revenue budget scope for additional borrowing to finance investment is therefore constrained by:

- The need for borrowing costs to be offset by returns (i.e. so that the net revenue budget impact of investment activity is credit/income). This is contingent of selecting the right investment and growth activity
- The buoyancy of reserves/the balance sheet to handle any timing differences between the costs incurred to generate income, and the receipt of that income
- Capital financing limits, discussed below.

4.2 Capital Budget

The Capital plan contains £50m of planned spend on property investments/strategic acquisitions, above and beyond the investment already made in the Hall Ings NCP car park. (The intention of these investments is that they provide an income stream for the Council and the Estates and Property savings strategy is predicated on delivering £800k of new income by 2020/21)

Additional capital investment funds would need to be approved through the annual budgeting cycle.

4.2.1 Capital Financing

The Council's capital activities are governed by the CIPFA Prudential Code and wider capital financing regulations which are updated periodically by the Government. These include a number of key Prudential Indicators that ensure those activities are understood, affordable and in the interest of the local taxpayer:

4.2.2 External Debt

Members are asked each year, as part of the Treasury Management Strategy, to approve authorised limits and operational boundaries for external debt (borrowing and other long term liabilities). The former, which is the maximum amount of external debt the Council can incur was set at £680m for 2017/18. The latter, which is based on the probable amount of external debt to be held in the year of the

strategy, was set at £620m for 2017/18. The latest Treasury Management update, reported to Governance & Audit Committee in November 2017 current external debt levels of £522m (of which £336m is external borrowing), £98m less than the operational boundary.

The Council borrows exclusively from the Public Works Loan Board (PWLB), due to the competitive rates offered. Interest rates for each loan are fixed, and redemption costs are such that refinancing of debt before maturity is not cost effective.

4.2.3 Capital Financing Requirement

The CFR is defined as the underlying need to borrow to finance capital activities. Where the CFR is positive, the council may borrow externally or from internal cash resources on a temporary basis. The council has utilised internal cash balances to the extent it is currently 'under-borrowed' by £156m against an overall CFR of £678m. The Council may wish to utilise current low interest rates and finance some this capital activity, which would increase the cash balances of the council but would in the first instance result in a cost of carry (the difference between the rate of interest on the borrowing and the interest return on the cash balances).

4.2.4 Use of Council Corporate Funds

Instead of borrowing from PWLB, or any other external source, the Council could instead use its useable reserves as the source of funds for investment. Theoretically, the Council's cash balances should equal the amount of useable reserves we list on our balance sheet. However, the under-borrowed position noted above distorts this significantly but added to available cash and short term investments totalling c. £35m, the total potential cash resources available to the Council equate to c. £165m.

The Council's Treasury Management Policy would need amending to accommodate changes in the composition of current assets, and the use of funds for income generation. We would also need to ensure that the planned utilisation of useable reserves continues to be supported by treasury management operations.

5.0 GOVERNANCE AND RISK MANAGEMENT

5.1 Source of Risk

The table below summarise sources of risk to the strands of this investment strategy, and their potential mitigations.

Source of Risk	Available Mitigations
Financial: anticipated returns to do not materialise	Due diligence on individual investments Contractual structure/covenants of individual investments Strength of counterparties/suppliers Set prudent budget assumptions on additional income Access to appropriate expertise/skills Use of balance sheet to handle timing difference between investment and returns

Source of Risk	Available Mitigations
Financial: capital is at risk	Due diligence on individual investments Diversification of investment Set appetite for total losses, with appropriate contingency
No additionality in respect of housebuilding	Understand and intervene in specific barriers to construction/development Monitor and oversee impact Discipline to cease activity if ineffective Access to appropriate expertise/skills
No additionality in respect of economic growth	Understand and intervene in specific barriers to growth/investor confidence Monitoring and oversee impact Discipline to cease activity if ineffective

5.2 Managing Risk Through Diversification

Overall risk can be mitigated by diversification. Seeking to diversify brings in turn a series of strategic, policy and political considerations, including:

- **Geography**

Geographic diversification would reduce reliance on Bradford as a place, and allows the Council to benefit from more buoyant activity elsewhere. However it raises the question about whether Bradford resource should be utilised for other places' physical and commercial development, even though Bradford would gain additional income. Geography can be considered in zones emanating from Bradford – Bradford district; Leeds City Region, Yorkshire, national, international

- **Sector**

Sectoral diversification would reduce reliance one asset class. It is remarkable in some ways that many Councils have opted to pursue property-related investment, but not other assets.

- **Investment to Generate Income or Also to Promote Council Outcomes**

A consideration is whether investment should be pursued that only relates directly to the Council's outcomes. Developing housing in Bradford supports both income-generation and the Local Plan. What about investment in, say, a business park outside the Leeds City Region? Should investment beyond Bradford be only in activities that relate to education, social welfare or place-related community value? Risk diversification suggests the investment strategy should be broadly based, but it would be legitimate to place parameters on it to be directly aligned to the Council's objectives.

- **Time-Limited, Controlled Investment**

Some of the risk that investment will not yield expected outcomes can be offset by limiting the amount of resource input and monitoring its effectiveness. "Prove before you move" evaluation methodology, and strong oversight of the activity being funded are key components in ensuring money is not wasted. This implies that additionality can actually be tracked, without which the impetus of investment cannot be proven.

- **Use of Contingency to Match Risk Appetite**

In respect of investing for financial returns, it will be important for the Council to set a risk appetite – plainly put, how much capital it is prepared to lose – and to set up a contingency to match that appetite.

- **Due Diligence**

Due diligence on any investment will be an indispensable element of any decision to invest, and should cover at least the financial (return, security), commercial, legal, delivery, control and governance questions.

6.0 INVESTMENT ADVISORY GROUP

6.1 Purpose

This report recommends that an Investment Advisory Group is established to oversee this strategy, both to provide supporting governance to the Executive, and to provide a place where sufficient time can be given to understanding and controlling the risks and rewards the strategy offers.

The Group will not be a formal committee of the Council, but an authorised informal special-purpose body.

6.2 Composition

Follow the model used in other investment setting and particularly the West Yorkshire Pension Fund, the Investment Advisory Group should comprise members, officers, and external advisors. The latter brings a potential additional cost as well as value.

6.3 Investment strategy

One of the primary roles of the Investment Advisory Group will be to recommend and oversee a strategy for generating income from investment in other assets, which should take into account:

- Source of funds
- Objectives/purpose
- Scope of investments (geography, sector, exclusions)
- Risk appetite
- Duration
- Return requirement
- Economic and regulatory environment

7.0 LEGAL APPRAISAL

7.1 Powers

Part 1 of the Localism Act 2011 applies a general power of competence to local authorities in England. Section 1 (1) of the Act provides that “a local authority has power to do anything that individuals generally may do”.

The power does not permit local authorities to do anything that is specifically prohibited in legislation (a 'pre-commencement limitation'), to raise taxes, or to alter the political management structure of the authority. It continues to be necessary for authorities to check for pre- or post-commencement limitations, i.e. activities which are specifically prohibited in statute. These cannot be overridden with the general power of competence.

The usual public law constraints (rationality, relevant considerations, procedural fairness, disregard of irrelevant considerations) will be applied by the courts to the exercise of the power, even though an "individual" in the private sphere is not subject to them.

The Council has a general power to lend for investment under Section 12 of the Local Government Act 2003. The restrictions on lending are as set out in the CIPFA code. The Council has power to make investments under Para 8 of Part 3F provided the loan is consistent with the Council's priorities.

Under the Local Authorities (Land) Act 1963 (power of local authorities to make advances for the erection of buildings on land sold or let by them), money may be advanced to any person for the purpose of enabling them (a) to acquire land; or (b) to erect any building or carry out any work on land, but the advance together with interest shall be secured by a mortgage of the land, and the amount of the principal of an advance shall not exceed nine-tenths of the value of the land.

An advance made under the section shall also carry interest at a rate not less than one quarter per cent. greater than that fixed by the Treasury in respect of loans to local authorities made on the date on which the terms of the advance are settled.

Authorities using their general power of competence under the Localism Act 2011 to develop new social or affordable housing should account for that stock within the Housing Revenue Account.

In respect of the proposal to find solutions to unlock stalled sites, legislation, contained in sections 203 to 205 of the Housing and Planning Act of 2016, came into effect on 13 July 2016. It provides local authorities and regeneration bodies with powers to override private third party rights in land they own or formerly owned to unlock the redevelopment potential of that land.

These provisions may, however, require authorities to give greater consideration to the public interest justification for any interference with third party rights arising from the new powers.

Third party rights such as rights to light, rights of way and restrictive covenants can pose a serious obstacle to development if third party owners are not prepared to release their rights by agreement on reasonable terms or if they cannot be identified.

Section 203 of the 2016 Act applies to land owned, or formerly owned, by a range of "specified authorities", which includes the Council.

Where the new provisions apply, it is irrelevant who carries out the works or implements the change of use. It is not necessary to show that the developer has derived title under a specified authority, or has any land interest at all.

Establishing whether the new provisions apply depends on whether the land to be developed was acquired by the Council before or after section 203 of the 2016 Act came into force on 13 July 2016.

In the case of land acquired by or vested in the Council on or after 13 July 2016, and land appropriated by the Council for planning purposes on or after that date, regardless of when the authority acquired the land, the new power to override third party rights and interests would apply if:

- there is planning consent for the development (i.e. works or use) that causes the interference with the third party right;
- the Council could acquire the land compulsorily for the purpose of the development that causes the interference; and
- the development which causes the interference is for purposes related to the purposes for which the land was vested in, acquired or appropriated by the Council.

It is irrelevant who actually carries out the development, or whether the land, or an interest in the land, has passed to another party following its ownership by the Council, or its appropriation by the Council. What is key is that the Council would have had power to acquire the land compulsorily for the particular purpose that causes the interference.

- The activities authorised by section 203 are "the erection, construction or carrying out or maintenance of any building or work" and any use of land.
- Statutory compensation is payable to third party owners whose rights are overridden, calculated in the same way as compensation for certain harm caused by compulsory purchase, generally based on any reduction in the value of their land. The developer causing the interference is liable to pay the compensation, failing which the specified authority must pay. The specified authority can then recover from the developer.
- Rights of statutory undertakers and electronic communications code network operators cannot be overridden by the new provisions.
- It is necessary to show that the land is owned by or has "passed through" the ownership of the Council at the relevant time. Accordingly, in a scheme involving the Council and land owned by a developer, it would still be necessary for the Council to acquire the land and to grant an interest back to the developer.
- The Council will need to be satisfied that any interference with third party rights is proportionate and justified in the public interest.

7.2 Capital Finance Regulations

Government and oversight functions have recently amended codes and tightened regulations. Final versions, following a period of consultation, are expected in early 2018.

7.3 Code of Practice on Treasury Management and Investment

The Council must also follow the CIPFA Prudential Code for Capital Finance in Local Authorities. The Code is also undergoing revision, with a final version expected in early 2018. This may constrain room for manoeuvre in investment activities.

8..0 NEXT STEPS

The next steps for this strategy are set out below.

8.1 Establish Investment Advisory Group

An Investment Advisory Group should be established to oversee this strategy. Its composition should be:

- Chair (ruling group)
- Portfolio Holder for Regeneration/Economy
- 2 members, one nominated from each of the main opposition groups
- S151 Officer
- SD Place
- 2 Advisory members (from banking/investment sector in a non-remunerated capacity).

The Advisory Group will not have formal voting rights, but seek on a consensus basis to make recommendations to the Executive. The Advisory Group can be supported by an officer group led by S151 Officer (akin to the Project Appraisal Group which considers capital investments) whose role is to undertake detailed evaluation of investment proposals, with the support of external advisors (through our existing contract for advice on treasury management and capital financing. This should be a group distinct from officers in the Property/Estates and Economy and Development teams who undertake day to day delivery of the strategy.

8.2 Establish Housing Delivery and Economic Development Growth Team

A more detailed proposal should be sought from the AD Economy and Development on the composition, work plan, and performance indicators for the function that will be funded from the proposed additional revenue budget.

The proposal can be developed alongside establishment of the Investment Advisory Group

8.3 Promotion of Bradford as Investment Destination

Work should continue, and be strengthened, to promote Bradford as a place to invest in, including:

- Investor relations development
- Attendance and marketing at events such as MIPIM
- Support to the Producer City Board

8.4 Set Investment Strategy and Risk Appetite

The Investment Advisory Group should recommend an investment strategy, including an explicit risk appetite.

If investment is to be extended into non-property assets, further consideration will be needed on the operational arrangements for such.

The strategy can be developed by officers, alongside establishment of the Investment Advisory Group

8.5 Implementation, Monitoring and Reporting

Practical next steps for implementation should include:

- The Housing and Economic Growth Delivery Team, once established, should pursue the performance targets endorsed by the Investment Advisory Group.
- AD Estates and Property should continue to identify properties for investment purposes.
- Further operational/delivery activity is contingent on the setting of the investment strategy.
- Monthly monitoring of progress, through the Investment Committee and the officer group supporting it.

9.0 RECOMMENDATIONS

To accept the basic premise underpinning this report, that targeted activity should be undertaken to grow income from:

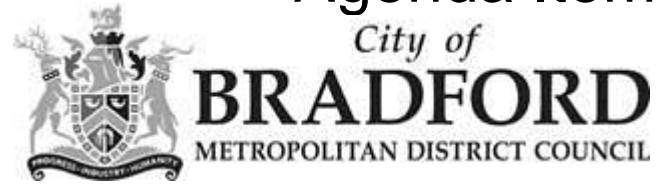
- Council Tax
- Business Rates
- Income-generating investment

To pursue the next steps outlined at Section 8.

10.0 Background Reports

- Report on Income generated by Council Services from fees and charges November 3 2016
- Progress report on the Property Programme and Council's proposed property investment strategy April 4 2017

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Report of the Strategic Director Corporate Services to the meeting of the Regeneration & Economy Overview and Scrutiny Committee to be held on 23 January 2018.

AA

Subject:

Former Odeon Building

Summary statement:

This report provides an update on the current position on the proposed refurbishment of the former Odeon building.

Stuart McKinnon-Evans
Strategic Director – Corporate
Services

Report Contact: Ben Middleton
AD Estates and Property
Phone: (01274) 439067
E-mail: ben.middleton@bradford.gov.uk

Portfolio:
Leader's Portfolio
Regeneration, Transport and Planning

Overview & Scrutiny Area:
Regeneration and Economy

1. SUMMARY

This report provides an update on the current position on the proposed refurbishment of the former Odeon building.

2. BACKGROUND

At its meeting on 5 December 2017 the Executive received a report of the Strategic Director Corporate Services (**Executive Document “AM” which contained Not For Publication Appendix 1**) which considered the options available to the Council in securing funding for the proposed refurbishment of the Bradford Odeon.

Executive resolved as follows:

(1) To endorse the risk assessment in the Not for Publication Appendix to Document ‘AM’.

(2) To endorse further detailed consideration, with partners, of the optimal legal and financial structure to develop the Bradford Odeon with their preferred delivery option being Option 2 as set out in the Not For Publication appendix to Document ‘AM’.

(3) To support the principle that the Council provides loan or other forms of capital to enable the development to proceed.

(4) To support bids to other bodies who are willing to co-fund development.

(5) To receive a further report at the earliest opportunity or at its scheduled meeting on 9 January 2018 on the preferred option and any other relevant matters.

At its meeting on 9 January 2018 the Executive received a report of the Strategic Director Corporate Services (**Executive Document “AR” which contained Not For Publication Appendix 1**) which provided an update on Bradford’s city centre regeneration projects including further details in respect of the Former Bradford Odeon, following on from Executive on 5th December 2017.

Executive resolved as follows:

(1) That the contents of Document “AR” be noted and the recommendations in the confidential appendix be approved as amended.

(2) That the Chair of the Corporate Services Overview and Scrutiny Committee be requested to add the report to the work programme for the 25 January 2018 meeting and it be noted that the report is on the work programme of the Regeneration and Economy Overview and Scrutiny Committee for the 23 January meeting.

3. OTHER CONSIDERATIONS

See attached appendices

4. FINANCIAL & RESOURCE APPRAISAL

See attached appendices

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

See attached appendices

6. LEGAL APPRAISAL

See attached appendices

7. OTHER IMPLICATIONS

See attached appendices

8. NOT FOR PUBLICATION DOCUMENTS

The following appendices are marked not for publication as they contain exempt information that falls under Schedule 12A, of the Local Government Act 1972.

- Appendix 2
- Appendix 4

9. RECOMMENDATIONS

9.1 That the Committee consider the report and comment as appropriate.

10. APPENDICES

10.1 Appendix 1 – Document AM report to Executive 5 December 2017– Bradford Odeon

10.2 Appendix 2 – Document AM report to Executive 5 December 2017– Bradford Odeon – Appendix 1 – Not for Publication

10.3 Appendix 3 – Document AR report to Executive 9 January 2018 – City Centre Regeneration

10.4 Appendix 4 – Document AR report to Executive 9 January 2018 – City Centre Regeneration – Appendix 1 – Not for Publication

11. BACKGROUND DOCUMENTS

- Document BV report to Executive – 12 March 2013 – Homes and Communities Agency (HCA) Assets in Bradford City Centre
- Document CI report to Executive – 7 May 2013 – Homes and Communities Agency (HCA) Assets in Bradford City Centre:the former Odeon and Tyrls buildings
- Document AF report to Executive – 2 December 2014 – Former Odeon Cinema, Bradford

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Report of the Strategic Director Corporate Services to the meeting of Executive to be held on 5th December 2017.

AM

Subject: Bradford Odeon

Summary statement:

The Executive has considered a Not For Publication Appendix to this report setting out the possible financial and legal arrangement for funding and developing the Bradford Odeon.

It is recommended that the Executive:

- Endorses the risk assessment in the Appendix
 - Endorses further detailed consideration, with partners, of the optimal legal and financial structures to develop the Bradford Odeon
 - Supports the principle that the Council provides loan or other forms of capital to enable the development to proceed
 - Supports bids to other bodies who are willing to co-fund development
-

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SD Corporate Services

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Portfolio:

Leader of Council

Overview & Scrutiny Area:

Corporate

1. SUMMARY

Having given consideration to the Not for Publication Appendix to this report, the Executive is recommended to support:

- Further detailed consideration, with partners, of the optimal legal and financial structures to develop the Bradford Odeon
- The principle that the Council provides a loan or other forms of capital to enable the development to proceed
- The application of bids to other bodies who are willing to co-fund development

2. BACKGROUND

2.1 The Council agreed to acquire the freehold interest in the former Odeon building, from the Homes and Communities Agency (HCA), at its Executive meeting on 12th March 2013. The Executive considered a report on assets owned by the HCA in Bradford where it resolved:

- That the transfer of the freeholds of the former Bradford Odeon and Tyrls be agreed.
- That the Strategic Director for Regeneration be instructed to bring a future report to Executive on the appraisal criteria on which expressions of interest for commercially viable developments which retained all or part of the former Odeon were to be assessed.
- That, if after appraisal, no commercially viable development which retains all or part of the building can be identified then the Strategic Director, in consultation with the Leader of the Council, progress alternative development options which may include seeking planning permission for the demolition of the building.

2.2 In May 2013, a further report was submitted to the Executive where the appraisal process for the Expressions of Interests was agreed. The Expression of Interest (EOI) was launched in December 2013. The EOI procedure was designed on the premise that following the sale of the Odeon it would then be redeveloped by the new owner. As such, it was a land transaction, and so did not need to be undertaken as a procurement exercise. Three Expression of Interest (EOI) submissions were received and two proposals achieved a score above the minimum threshold required to progress to Stage 2. The Bradford Live proposal alone exceeded the minimum threshold required to progress to the third and final stage of the EOI process.

2.3 In December 2014, a report on the Bradford Live proposal was considered at the meeting of the Executive. The report concluded that Bradford Live had produced scheme proposals through the appointed EOI process that satisfied the key objective of offering to deliver a project that retained all or as much as possible of the existing building.

2.4 The report also stated that, whilst the project demonstrated satisfactory progress, the development process could not at that time guarantee delivery as the capital funding was still not secured and there were uncertainties around the final capital

costs and funding options. However, the information submitted at that time suggested that this was a reasonable scheme that could proceed to the next stage with the Council's support. This stage involved agreeing heads of agreement for the sale of the property and BL seeking financial backing for the redevelopment works

- 2.5 In December 2014, the Executive agreed that the Bradford Live scheme be approved as the preferred development option for the former Odeon site and a Development Agreement be prepared and agreed with Bradford Live for the viable and earliest possible delivery of the preferred scheme.
- 2.6 The Bradford Live proposal was to transform the former Odeon cinema into a commercially viable and sustainable, professionally-run, 4,000 capacity world class live music/ performance venue and leisure hub that will attract new entertainment and events business to Bradford and the Sub-Region over and above that provided by existing venues in the City and the wider City Region. The attraction of the scheme to the Council was not only that it would deliver the Odeon as a significant cultural asset but also that its successful redevelopment would strengthen the night time offer in the city centre and therefore significantly contribute to its regeneration.
- 2.7 Following the Executive decision in December 2014, Bradford Live has continued to refine their scheme, explore funding and following a number of attempts has now identified a preferred operator. Bradford Live's consultant team is the same one that created the solutions for Venues in Leeds, York, Hull, Bristol and Copenhagen. Following a competitive marketing process, Bradford Live has identified this year, the NEC International Group (NEC) as their preferred operator.
- 2.8 Continuing discussion has concluded that the development, whose cost is estimated at c £20m, is not financially viable without some form of funding from the Council. Bradford Live has requested loan capital from the Council, with initial estimates of c £12m which would be repaid through lease payments made by NEC.
- 2.9 The Council has identified the need to ascertain the optimum legal and financial arrangements to secure the Odeon's development whilst complying with its obligations in law.

3. OTHER CONSIDERATIONS

- 3.1 The Council and Bradford Live are currently exploring a number of options to co-fund the project including:
 - An application to the LEP to secure funding from the recently launched Northern Cultural Regeneration Fund (NCRF) £4m
 - An application to the West Yorkshire Combined Authority (WYCA) Regional Growth Fund to secure £1.8m
 - A proposed application to the Heritage Lottery Enterprise Fund (HLF) to secure £2m
 - Private donations and Crowd Funding will also be explored

A decision on the NCRF application is anticipated April 2018, and a decision on the Regional Growth Fund is likely to be later in 2018.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Not For Publication Appendix includes a financial appraisal.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The Not For Publication Appendix includes a risk and governance appraisal.

6. LEGAL APPRAISAL

- 6.1 The Not For Publication Appendix includes a legal appraisal.

7. OTHER IMPLICATIONS

None.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 Bradford Odeon – Not for Publication Appendix

This appendix is not for publication and is exempt from disclosure in accordance with paragraphs 3 and 5 of Schedule 12A (financial or business affairs and legal privilege) of the Local Government Act 1972. It is considered that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

9. OPTIONS

- 9.1 The options available to the Executive are to:

- Authorise no further involvement by the Council in the Bradford Odeon development
- Support the further development of the legal and financial solution explored in the Not for Publication Appendix

10. RECOMMENDATIONS

- 10.1 The Executive is asked to:

- Endorse the risk assessment in the Appendix
- Endorse further detailed consideration, with partners, of the optimal legal and financial structures to develop the Bradford Odeon
- Support the principle that the Council provides loan or other forms of capital to enable the development to proceed
- Support bids to other bodies who are willing to co-fund development.

11. APPENDICES

- 11.1 Bradford Odeon – Not for Publication Appendix

12. BACKGROUND DOCUMENTS

- Document BV report to Executive – 12 March 2013 - Homes and Communities Agency (HCA) Assets in Bradford City Centre
- Document CI report to Executive – 7 May 2013 - Homes and Communities Agency (HCA) Assets in Bradford City Centre: the former Odeon and Tyrls buildings
- Document AF report to Executive – 2 December 2014 - Former Odeon Cinema, Bradford

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Report of the Strategic Director Corporate Services to the meeting of Executive to be held on 9th January 2018

AR

Subject: City Centre Regeneration

Summary statement:

To provide an update on Bradford's city centre regeneration projects including further details in respect of the Bradford Odeon, following on from Executive on 5th December 2017.

Stuart McKinnon-Evans
Strategic Director Corporate Services

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Portfolio:
Cllr Alex Ross-Shaw

Overview & Scrutiny Area:
Corporate

1. SUMMARY

This report is to provide the Executive with an update on a number of city centre regeneration projects including the detail requested by Executive on the proposed funding to Bradford Live for the refurbishment of the former Bradford Odeon further to the report submitted to Executive on 5th December 2017, which is detailed within the confidential appendix.

2. BACKGROUND

Bradford City Centre is a priority for the Council and a Strategic Priority Area in the Local Enterprise Partnership's and West Yorkshire Combined Authority's Strategic Economic Plan. Bradford is one of the biggest and fastest growing districts in the UK and a key part of the Leeds City Region economy. Business success, jobs growth and an increased evening economy are essential to the District's future and a strong vibrant city centre is needed to help secure the economic prosperity of the wider city.

Bradford city centre is the key location for employment in a district with a growing population of 530,000, and the place where investment and activity can combine collectively to maximum benefit. It is home to over 2,000 businesses that support 22% of jobs (one in five of all jobs in the district) generating 31% of the District's Gross Value Added (GVA). The value of Bradford's economy at 2015 as measured by total GVA was £9.5 billion that was the eighth largest economy of any City or District in England and the eleventh largest in the UK. GVA estimates for 2016 onwards project a steady increase. The district economy is forecast to be worth around £11 billion in 2025, an increase of around 16%.

As a location for key sectors with identified future growth such as retail, business services and digital and creative industries, the city centre must play a vital role in our economy. Bradford needs to build on its existing strengths in further and higher education and to continue to expand its retail and leisure offer. The increasing use of automation and artificial intelligence in industry will see around one third of existing jobs disappear over the next twenty years and the emergence of what has been termed the 'Urban Entrepreneur'. Cities and city centres in particular are where the majority of new jobs will be created. To compete, Bradford has to ensure it offers a liveable, vibrant and attractive place in which to attract and retain businesses and talent.

Bradford city centre is an important shop window to the district – the area with the highest concentration of visitor related facilities and a key visitor destination which is attracting an increasing numbers of visitors. This year saw the City host the start of the third stage of the Tour de Yorkshire, which provided an opportunity to showcase the City and the District.

Bradford's City Centre Growth Scheme has delivered impressive results, supporting businesses to create jobs and occupying vacant units and encouraging new investment in the City Centre.

City Centre Regeneration Update

In order to ensure that Bradford remains competitive and thriving city centre, the Council is currently proactively progressing a number of key regeneration projects, and these include:

1. Bradford Odeon

As highlighted in the report to Executive on 5th December 2017, Bradford Live has now secured a formal proposition from the NEC International Group to occupy the refurbished former Odeon building, following a competitive marketing process lasting over the course of this year.

NEC is one of the principle exhibition and conference operators in the UK. They operate 3 live music venues in Birmingham, have recently completed a live music venue in Dublin and have another venue under construction in Paris.

Subject to securing the necessary funding a planning application will be submitted in Spring 2018, construction works are scheduled to commence early 2019 with a planned opening of the new venue in Autumn 2020.

Further to the report submitted to Executive on 5th December 2017, the confidential appendix provides an update on the outstanding issues in respect of procurement, State Aid, and the powers under which the Council may lend.

2. Proposed relocation of the Oastler Market

The Oastler Shopping Centre has 177 stalls providing a retail sales area of 25,538 square feet along with 23 external shops. At the rear of the centre is a servicing area for tenants, which is available during retailing hours as well as over 25 individual storage units. The product offer differs from Kirkgate Market as it has a vibrant fresh food offer and did have a strong retail anchor in Morrisons, before they vacated.

The Kirkgate Market is one of the key anchor tenants of the Kirkgate Shopping Centre. The market is located on the 1st floor of the shopping centre with direct access from the shopping mall and also via a pedestrian ramp on Westgate. The Market has 184 stalls with a retail sales area of 18,872 sq. ft. The offer is traditionally non-food, offering mainly unbranded clothing and household wares. This commodity group has been hit hardest by the many discount outlets in the City Centre.

The Council is looking at ways to revitalise its market offer whilst at the same time exploring how it can best assist in the regeneration of Darley Street to ensure maximum benefit for the market traders, other Top of Town businesses and the visiting public.

The benefits the Council anticipates delivering include the creation of a more attractive and fit for purpose food market in a more central location in tandem with a modernised Kirkgate Market environment for non-food sales. This will in turn assist with the regeneration of Darley Street, whilst the successful redevelopment of the

vacated Oastler site could bring a substantial number of new residents to the Top of Town.

The vision is to develop and sustain an attractive, inviting and vibrant city centre retail market that offers a diverse range of goods to meet the need of our community that will add value to the economic, social, environmental and cultural fabric of Bradford City Centre and provide a shopping location that creates a dynamic vibrant and diverse experience.

The new food focused market will be modern, flexible, welcoming and accessible to all. It will focus on the sale of fresh food and food related products and have a dedicated hot 'World Food' court demonstrating the full range of multi-cultural foods available in Bradford. The hot food offer will provide informal and communal seating to allow customers to linger and experience the theatre of markets.

The market will offer the best of local and regional fresh food and be recognised as a centre for food retailing excellence and a key shopper destination in Bradford City Centre.

At a local level, traders in the Oastler Centre have indicated that the number of customers has fallen considerably as a result of the closure of the Morrisons Westgate store. In addition, traders also consider that the number of vacant shops on Darley Street has been a barrier to encouraging shoppers to visit the middle part of town.

The Markets regeneration scheme will involve the refurbishment of the Kirkgate Market requiring its modernisation according to a phased programme of works as vacant possession of the market site will not be available.

The former Marks & Spencer building on Darley Street is the proposed location to create a purpose built food focused market. Vintry House (a building linked to the M&S building via an air corridor across Piccadilly) will be required for utility services, delivery, storage and waste removal. There may be commercial potential in using the upper floors as a storage facility.

Market Design

A specialist market design team was appointed in August 2017 to conduct a feasibility study and prepare initial designs. The design team will complete work to RIBA stage 2 by the end of December 2017, and the design team are expected to move into RIBA stage 3 by April 2018, following which a detailed report will be submitted to Executive mid 2018.

3. Proposed redevelopment of the Oastler Centre site

Due to a combination of events including the economic downturn, a shift in retail trends and the cementing of the City Centre's retail core in the area incorporating the Broadway, the Forster Square Retail Park, Shopping Centre and the proposed mixed leisure/retail development on the British Land Site, a major part of the City Centre located around the Kirkgate Shopping Centre and Darley Street that was once considered to be prime 'High Street' location now finds itself struggling and in

need of a new identity and direction.

While the North Parade area continues to remain vibrant the 'Top of Town' secondary retail location has experienced a downturn in performance with Morrisons closing their store and reducing footfall numbers at the Oastler Market. The City Centre residential market is evolving and some development has taken place, particularly in terms of small one bedroom/studio apartments aimed at the singles/young couples and the student market. This predominance of small, basic quality, readily available and relatively affordable accommodation has a place in a mixed urban market but the provision of more apartments providing 2/3 bedrooms, with larger footprints and higher amenity quality together with family orientated homes is essential if the City Centre is to become a location of choice for local people and one which has a truly sustainable future.

Work is now beginning to bring forward the creation of a vibrant, safe and attractive 'City Village' where people will want to live, work and enjoy their leisure time and where business will want to trade, invest and grow is the shared vision for the priority area of focus that roughly covers the area incorporating:

- The 'Top of Town/Oastler Market Major Development Site
- North Parade/Rawson Square
- Piccadilly, Darley Street and James Street
- The Kirkgate Arndale Shopping Centre
- and Oastler Market/Top of Town areas

4. One City Park

The Council agreed to the transfer of ownership of the Tyrls building from the Homes and Communities Agency (HCA) in 2013. The police station was demolished and the redundant holding cells relocated to the basement of the existing Magistrates Court. The new cells and Youth Court have been operational since August 2015.

Outline planning permission was granted in December 2014 for the development of 8,500 sq m (90,000 sq ft) of Grade A offices with potential for ground floor restaurant and bar uses and the project is known as One City Park.

Dialogue has taken place between a potential end user and developer during this time to secure a development, but unfortunately this did not result in a formal offer and discussions were concluded. In order to progress a scheme officers from Economic Development have begun an initial Expression of Interest process to bring the development to the attention of end users and developers.

The proposed scheme was launched in London at the MIPIM (UK) event on 18th October 2017 and it is intended to market the opportunity to the developers and target end users directly. As retained agents for the scheme, Cushman Wakefield will be tasked with identifying potential occupiers.

It is intended to move to a more formal Invitation to Submit Proposals process in early 2018, targeting the developers and end users that have expressed an

interest. This will be followed by a formal selection process to secure a preferred developer/end user by the end of 2018.

Detailed design and planning will follow with the intention of having a completed development by 2021.

One City Park is a key location for new Grade A offices in the city centre and this is reflected in the city centre area action plan. Officers in Financial Services have assisted with the initial funding agreement for the £400,000 and this was drawn down in March 2016. There is an additional facility of £4.8m held by West Yorkshire Combined Authority (WYCA) which has been made available to contribute in bringing this project to fruition, the funding from WYCA is ring-fenced for the One City Park Project and cannot be redistributed or transferred to any other WYCA project.

The majority of the funding for the project will be secured from the selected private sector development partner or end user through the completion of an appropriate development agreement.

The formal process of inviting submissions of scheme proposals from interested developers or end-users will include a requirement for the interested parties to present their funding and delivery models for full Council appraisal, consideration and comparison before selecting a preferred development partner.

5. Renovation and refurbishment of St Georges Hall

St Georges Hall is a Council owned, Grade II* listed Victorian building which opened in 1853. Since its opening, St Georges Hall has been primarily used as a music hall and is, as it stands, the oldest concert hall still in use in the UK and the third oldest in the whole of Europe.

The building last benefited from major capital investment in the early 1980s following a fire back-stage. Like many other historic buildings, St Georges Hall required a major refurbishment to ensure its continued use for future years.

The Council closed the venue in 2016 to enable its renovation and refurbishment, and following 12 months of preparatory work, Henry Boot Construction Ltd was appointed as the main contractor and refurbishment works commenced on site in the Summer 2017.

The current programme of works is progressing well and on programme and can be summarised as follows:

Full renovation of the external envelope of the building including:

- The full repair of the stonework elevations
- The replacement of the drainage system from the roof
- The replacement of the roof including both the roof structure and new slate tiles
- The full repair of all windows

Full replacement/refurbishment of the building's systems including:

- Full rewiring

- New lighting, fire and intruder alarms
- Improved life systems
- Refurbishment of the ventilation system
- Improved access to the “back of house” access
- Improvement to the customer’s experience, including:
 - Replacement and/or refurbishment of all auditorium seats
 - Alteration to the seating layout and tiers
 - Installation of a new stage
- Full refurbishment of the “front of house” areas including, toilets and bar areas.

Being a listed building, all works must be carried out to the satisfaction of both Historic England and conservation officers, employing similar building techniques as were used when the building was first built and retaining as much of the original structures as possible.

The Council anticipates that Theatres will then instigate a “soft re-opening” of the venue, upon completion of the refurbishment project in advance of it being fully operative towards the end of 2018.

The works are in part funded by the Heritage Lottery Fund (HLF) (29%) and by Bradford Council (71%).

The Council has also secured the 2 year appointment of a Heritage Officer, funded by the HLF who will work with local communities and schools on the history of the building, and the appointment by the contractors and their supply chains of 2 apprentices, a stonemason and a plasterer.

6. City Centre Station Gateways

A key objective of the West Yorkshire plus Transport Fund is to drive economic growth and increase access to employment opportunities by improving the region’s roads and railways by connecting people to jobs and goods/ services to markets.

The Station gateways element of the Transport Fund programme seeks to improve station environments particularly in our city and town centres, provide additional parking for rail commuters and reduce journey times on certain routes. Both Bradford Interchange and Bradford Forster Square stations have been agreed as priorities by WYCA.

The Council commissioned the development of master plans for both Bradford Interchange and Forster Square stations in the city centre to provide a long term vision for future development. The aim is to create high quality station gateways to support the regeneration of the city centre, create schemes that are ambitious but deliverable and improve the visibility and connectivity of the stations to the city centre.

Plans for the Bradford Forster Square station are more advanced than those for the Interchange and consultants Arup and AHR have been appointed to produce an outline station design. This will be used to seek funding from the West Yorkshire Transport fund for detailed design and full business case work. The proposed design includes a fully enclosed station, the provision of new lifts, a café, toilets and pods that sit within the existing station arches offering facilities such as cycle storage and retail provision. The scheme will cost in the region of £17m and should be completed by 2021 at the latest. The Council is currently working with its partners WYCA, Network Rail, Northern and Virgin East Coast to develop the proposals with public consultation at Bradford Foster Square Station undertaken in December 2017.

Further master planning work on Bradford Interchange is being undertaken by consultants SYSTRA and BDP. It is recognised that the redevelopment of both the bus and rail station will need to complement other key regeneration projects in the city including Jacobs Well and No1 City Park. The consultants are considering these and looking at how a station serving the Northern Powerhouse Rail network could be incorporated into the site.

This master planning work to date on Bradford Interchange has suggested deliverable schemes that could be broken down into three long term programme areas Phase 1 (up to 2026), Phase 2 (2026 to 2035), Phase 3 (2035+ linked to delivery of Northern Powerhouse Rail) in order to deliver these key outcomes:

- Create an improved station gateway which is pedestrian orientated, safe, attractive and fitting of a major city centre
- Create taxi and drop off facilities which facilitate the above pedestrian focused station gateway but which are themselves attractive to users
- Create a station concourse environment which is attractive to users in terms of amenity and accessibility;
- Provide better connectivity at the stations between different transport modes (e.g. bus, train, coach, taxi, airport and car parks).

3. OTHER CONSIDERATIONS

Not applicable

4. FINANCIAL & RESOURCE APPRAISAL

The Council's Capital Investment Plan (CIP) for 2018-21 will be finalised for the Budget Council in February 2018. The existing CIP includes the following capital estimates:

- Relocation of market £9.4m
- St George's Hall £8.9m

The authorised capital estimates and the revenue consequences for all other projects mentioned in this report will be finalised through the budget process, with outline estimates as follows:

- Former Odeon £12m (loan, to be repaid from income stream)
- One City Park £25.3m (revenue costs to be offset by income stream)
- Top of Town redevelopment £3m (Council contribution only)
- Station Gateways £17m (Funded from West Yorkshire Plus Transport Fund).

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Please see attached confidential appendix

6. LEGAL APPRAISAL

Please see attached confidential appendix

7. OTHER IMPLICATIONS

EQUALITY & DIVERSITY

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

SUSTAINABILITY IMPLICATIONS

At this stage there are no specific sustainability implications

GREENHOUSE GAS EMISSIONS IMPACTS

At this stage there are no greenhouse gas emissions impacts

COMMUNITY SAFETY IMPLICATIONS

At this stage there are no community safety implications.

HUMAN RIGHTS ACT

There are no Human Rights implications

TRADE UNION

There are no Trade Union implications

WARD IMPLICATIONS

None

8. NOT FOR PUBLICATION DOCUMENTS

Former Bradford Odeon – Not for Publication Appendix

This appendix is not for publication and is exempt from disclosure in accordance with paragraphs 3 and 5 of Schedule 12A (financial or business affairs and legal privilege) of the Local Government Act 1972. It is considered that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

9. RECOMMENDATIONS

Members are recommended to note the contents of this report, and the recommendations in the confidential appendix

10. APPENDICES

Appendix 1 – Confidential appendix in respect of the Odeon

11. BACKGROUND DOCUMENTS

None



Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 25 January 2018

AB

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2017/18

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18.

Cllr Arshad Hussain
Chair – Corporate Overview and Scrutiny Committee

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Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18, 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. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Maintaining and Overview of the Councils Financial position, is a key area of work for the Corporate Overview and Scrutiny Committee.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

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

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

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

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

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

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

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2017-18 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

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 – 2017-18 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

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Agenda	Description	Report	Comments
Wednesday, 19th July 2017 at City Hall, Bradford.			
Chair's briefing 28/06/2017. Report deadline 06/07/2017.			
1) Annual Finance and Performance Outturn Report 2016-17.		Stuart Mckinnon-Evans/Andrew Cross/Dave Preston.	
2) Medium Term Financial Strategy.		Stuart Mckinnon-Evans/Tom Caselton.	
3) First Quarter Financial Position Statement.		Stuart Mckinnon-Evans/Andrew Cross.	
4) Council Tax Reduction Scheme.	Report to include further options for the development and delivery of future Council Tax Support.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
5) DRAFT 2017-18 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt.	
Tuesday, 8th August 2017 at City Hall, Bradford.			
Report deadline 28/07/2017.			
1) Council Tax Reduction Scheme.	Proposals for the new scheme.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommednation from Wednesday 19 July 2017.
Thursday, 28th September 2017 at City Hall, Bradford.			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
1) Prevent Action Plan for the District.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommednation from Wednesday 12 August 2016.
2) LGA Peer Review.	Key Findings and recommendations.	Kate McNicholas David Greenwood.	
3) Business Rates.		Martin Stubbs.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

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Agenda	Description	Report	Comments
Thursday, 28th September 2017 at City Hall, Bradford.			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 26th October 2017 at City Hall, Bradford.			
Chair's briefing 09/10/2017. Report deadline 12/10/2017.			
1) Review of the Councils response to the December 2015 Floods.		John Major.	
2) Water Management Scrutiny Review.	Key Findings and Recommendations. Progress update, with a specific focus on service areas where sickness levels are significantly high such as Children's Services, Health and Wellbeing and Environment & Sport.	Mustansir Butt.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
3) Council Wide Managing Attendance.		Sue Dunkley/Michelle Moverley.	
4) Talent Management: A Workforce Developoment Programme for Bradford Council.			Sue Dunkley/Tina Lafferty.
5) Equality Objectives.	Progress against the Equality Objectives.	Kathryn Jones.	
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritse and manage resources.	Mustansir Butt.	
Wednesday, 22nd November 2017 at City Hall, Bradford.			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
1) Mid Year Finance and Performance Outturn Report.		Stuart McKinnon-Evans/Andrew Crookham/Dave Preston.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 October 2016.
2) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.		Jenny Cryer/Mark Griffin.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

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Agenda	Description	Report	Comments
Wednesday, 22nd November 2017 at City Hall, Bradford.			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
3) Families First.	Report to focus on actual outcomes for families on the programme and the cost benefit analysis for Bradford's Families First Programme.	Martyn Stenton/Mark Anlsow.	Corporate Overview & Scrutiny recommendation from Thursday 11 August 2016.Further updates after 10 October 2017 Executive.
4) Work Planning.	There is a need to regularlay review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 20th December 2017 at City Hall, Bradford.			
Chair's briefing 29/11/2017. Report deadline 07/12/2017.			
1) Bradford District Partnership.	Annual report, which also provides a breakdown of the costs associated with the work of the Partnership.	Alison Milner/Kate McNicholas.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 14 December 2016.
2) Safer & Stronger Communitess Plan.		Ian Day/Rebecca Trueman.	
3) Community Cohesion.	Update on projects undertaken in the last 12 months, with key outcomes.To also include Hate Crime and and update and baseline information for Bradford, in comparison with other authorities.	Ian Day/Michael Churley.	Request from Chair.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 25th January 2018 at City Hall, Bradford.			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
1) Risk Management across the Council.	Progress report.	Stuart McKinnon-Evans/Mark St Romaine.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 11 January 2017. Request from Corporate O&S Chair and Deputy Chair.
2) Implementation of Universal Credit across the District.		Martin Stubbs.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 25th January 2018 at City Hall, Bradford.			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
3) Members heard that ethnic minorities make up 36% of the Districts population and that this is not representative of the Councils Workforce Profile – grades by ethnicity. The Committee requests that a further report be presented to this Committee which details the approaches being used to address this.		Sue Dunkley/Michelle Moverley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 26 October 2017.
4) Odeon.		Stuart McKinnon-Evans/Ben Middleton.	Referrral from the Executive.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 21st February 2018 at City Hall, Bradford.			
Chair's briefing 31/01/2018. Report deadline 08/02/2018.			
1) Poverty Scrutiny Review.	Proverty Strategy be presented, which also includes quantifiable data that analyses the impact of activities that are being undertaken as part of the Strategy.	Martin Stubbs/Helen Johnstone/Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
2) Housing Benefit Appeals Backlog.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) Discretionary Housing Payments.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
4) Estates Update.	To include Estates, Investment and Property Programme.	Ben Middleton/Steph Moore.	Corporate Overview and Scrutiny Recommendation from Thursday 1 December 2016.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 21st February 2018 at City Hall, Bradford.			
Chair's briefing 31/01/2018. Report deadline 08/02/2018.			
5) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 22nd March 2018 at City Hall, Bradford.			
Chair's briefing 28/02/2018. Report deadline 08/03/2018.			
1) Prevent Action Plan for the District.	Progress update and also clarification on on reporting progress against Bradford's Prevent Action Plans. Report to also contain a breakdown of grants that are made available for Bradford's Prevent Programme.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 28 September 2017.
2) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	Alison Milner/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
3) The impact of funding of the Pension Fund on the Council's budgets.		Rodney Barton/Stuart Mckinnon-Evans.	
4) Business Rates.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 19th April 2018 at City Hall, Bradford.			
Chair's briefing 28/03/2018. Report deadline 05/04/2018.			
1) Councils' IT Digital Strategy.		David Cawthray.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 29 June 2016.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 19th April 2018 at City Hall, Bradford.			
Chair's briefing 28/03/2018. Report deadline 05/04/2018.			
2) Council Tax Collection.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	
3) Resolution Tracking.		Mustansir Butt.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Corporate O&S Committee

Agenda item	Item description	Author	Management
1	Drugs and Alcohol Scrutiny Review Progress against the recommendations made against the review recommendations.	Mustansir Butt.	
2	Action Planning from the Joint Review - (Domestic Violence).	Jenny Cryer.	
3	Industrial Services Updates. Quarterly Updates to members.	Ben Middleton/Peter Keeley/Paul Egan.	
4	Policing in the District. Information on progress to be circulated to members.	Ian Day.	
5	To consider the internal finance options for the Council's Commercial Services.		
6	Verbal update from Bradfords representatives on the West Yorkshire Police and Crime Panel.	Cllr Tariq Hussain/Cllr Steve Pullen/Cllr Adrian Mallinson.	
7	Third Quarter Financial Position Statement.	Stuart Mckinnon-Evans.	
8	LGA Peer Review. Progress against the Improvement Plan be considered in 12 month time.	Alison Milner/David Greenwood.	
9	Council wide managing attendance.	12 month progress report. Michelle Moverley.	
10	Bradford Councils Workforce Development Strategy 2015-2021. 12 month progress report, to also include detailed information relating to the member development programme.	Tina Lafferty.	

Corporate O&S Committee

Agenda item	Item description	Author	Management
11 Progress against the Flooding Scrutiny Review recommendations.	To also include progress against the Flooding Resilience Action Plan.	John Major.	
12 The impact of leaving the European Union on the Bradford District.	John Ohare.		Further report be presented within two months of Article 50 of the Treaty of
13 Managing Attendance Scrutiny Review.			Mustansir Review.
14 Safer and Stronger Communities Performance reporting.	To be considered in June 2018.	Rebecca Trueman.	
15 Bradford District Safer and Stronger Communities Strategic Plan 2017-20.	Ian day/Rebecca Trueman.		That a progress report on the Bradford District Safer and Stronger 20 be considered in 12 months time, which includes outcomes and indicators.
16 Property Transactions.	That an item on Property Transactions be added to the work programme, to be considered in February 2018 and to also include the process of selling assets and buildings	Ben Middleton.	
17 CSE.	That the report be noted and that a further update on the progress of the response to CSE be submitted in 12 month's time.	Mark Griffen.	
18 Families First Programme.	A progress report be submitted in 12 months time.	Martyn Stenton.	
19 Equality Objectives.	12 month progress report.	Alison Milner/Kathryn Jones.	

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