

# Public Document Pack



## Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 12 September 2019 at 5.30 pm in Committee Room 1 - City Hall, Bradford

### Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Azam D Green Kamran Hussain Watson Tait Shafiq	Bibby Goodall Riaz	Griffiths

### Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Akhtar Dunbar T Hussain Nazir Thirkill Salam	Pollard Townend Sullivan	Reid

### 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/Tracey Sugden  
Phone: 01274 434579/4287  
E-Mail: [yusuf.patel@bradford.gov.uk](mailto:yusuf.patel@bradford.gov.uk)

### To:

## **A. PROCEDURAL ITEMS**

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

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

### **2. DISCLOSURES OF INTEREST**

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

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

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

*Notes:*

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

### **3. MINUTES**

**Recommended –**

**That the minutes of the meeting held on 10 July 2019 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 publication of the agenda.

(Yusuf Patel – 01274 434579)

### **B. OVERVIEW AND SCRUTINY ACTIVITIES**

#### 6. **GAMBLING IN THE BRADFORD DISTRICT**

1 - 20

The Strategic Director Place will submit a report (**Document “E”**) which provides an update on action taken regarding problem gambling and gambling related harm within the district, following the meeting of the Corporate Overview & Scrutiny Committee held on 21 March 2019.

**Recommended –**

**The committee is invited to comment on the current draft Local Area Profile and other action points detailed at Section 2 of Document “E”.**

(Tracy McLuckie - 01274 432240)

## 7. EXCLUSION OF THE PUBLIC

**Recommended –**

**That the public be excluded from the meeting during the discussion of the Not for Publication Appendix 2 relating to the HRplus Contract Review on the grounds that it is likely, in view of the nature of the proceedings, that if they were present, exempt information within paragraph 3 (financial or business affairs) 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 implications of any decision.**

(Yusuf Patel – 01274 43479)

## 8. HRplus CONTRACT REVIEW

21 - 48

Following the Bradford Council's Full Year Performance Report to Corporate Overview and Scrutiny Committee on 10 July 2019, Members requested a report evaluating the HRplus contract.

The Director of Human Resources will submit a report (**Document "F" which contains a Not for Publication Appendix 2**) which evaluates the HRplus contract.

**Recommended –**

**Members are asked to note the contents of this report.**

(Simon Jenkins - 01274 437883)

## 9. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2019/20

49 - 62

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document "G"**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2019/20. The Committee is asked to consider which items it wishes to include in the work programme.

**Recommended –**

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

(Mustansir Butt - 01274 432574)

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## **Report of the Strategic Director Place, to the meeting of Corporate Overview & Scrutiny to be held on 12 September 2019**

**E**

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### **Subject:**

**Gambling in the Bradford District**

### **Summary statement:**

**An update on action taken regarding problem gambling and gambling related harm within the district, following the meeting of the Corporate Overview & Scrutiny Committee on 21 March 2019.**

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Steve Hartley  
Strategic Director  
Department of Place

Report Contact: Tracy McLuckie  
Phone: (01274) 432240  
E-mail: [tracy.mcluckie@bradford.gov.uk](mailto:tracy.mcluckie@bradford.gov.uk)

**Portfolio:**  
**Neighbourhoods and Community Safety**  
**Healthy People and Places**

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

## 1. SUMMARY

On 21 March 2019, the Corporate Overview & Scrutiny Committee considered a report on the prevalence of problem gambling and gambling related harm within the district and development of the Councils approach to problem gambling.

This report provides an update on action to date.

## 2. ACTION TO DATE

### 2.1 Recommendation 1 - Local Area Profile

*A local area profile be developed to identify areas of greater or specific risks of gambling related harm in the district.*

A draft local area profile is attached at Appendix 1, on which members are invited to comment. The draft profile currently includes information relating to deprivation in the district and three of the 'at risk' groups highlighted in various studies. Further data is to be added on the remaining at risk groups and information at ward level where this is available.

The final draft local area profile will be referred to the committee for consideration.

### 2.2 Recommendation 2 – Responsible Gambling Week

*For the Council and partner organisations to take part in activities to raise awareness of problem gambling as part of responsible gambling week in November, including the possibility of a conference on problem gambling, and planned activities be brought back to this Committee prior to the gambling week in November.*

Responsible Gambling Week (RG Week) is a cross-industry initiative to promote responsible gambling in the UK and Ireland. RG Week takes place between 7<sup>th</sup>–13<sup>th</sup> November 2019.

The following activities are currently being planned:

- Promotion of RG Week via the communications team using the Council website, press releases and social media channels, linking to information on responsible gambling.
- Officer attendance at relevant workshops and training sessions throughout RG Week. This year leading charities will focused on parents and those working with young people, including teachers, youth workers and health professionals. Details of events have yet to be announced.
- The Council's Licensing Service will work with the Gambling Commission to support small independent business around responsible gambling, with a particular focus on the prevention of underage gambling.

### **2.3 Recommendation 3 - Letter to DCMS**

*The Chief Executive to write to the Secretary of State for the Department of Culture, Media and Sport and to the Chair of All-Party Parliamentary Group on problem gambling to request the following:*

- (i) Additional powers that mean local authorities can prevent excessive clustering of betting shops and amusement arcades.*
- (ii) The introduction of a 1% levy on industry gross profits to pay for much needed research, education and treatment.*

A letter was written to the DCMS on 16 April 2019 and a copy of the response received from the Minister for Sport & Civil Society is attached at Appendix 2.

### **2.4 Recommendation 4 – Representatives from the gambling industry**

*That this Committee requests that representatives from the gambling industry be invited to a future meeting of this Committee.*

Representatives from three betting companies were contacted and invited to this meeting of the committee. At the time of writing to the report, one representative has accepted the invitation.

### **2.5 Recommendation 5 – Spot checks on betting shops**

*Bradford Council officers to undertake “spot checks” in betting shops across the district in relation to under age gambling.*

Licensing Enforcement Officers have undertaken 75 compliance inspections within the last 12 months.

In accordance with Gambling Commission guidance, the following age related checks are undertaken during a betting shop compliance inspection:

- Is the premises appropriately supervised to ensure that children are prevented from entering/ participating in gambling?
- Is there a notice stating that no person under the age of 18 is permitted to enter the premises?
- Are staff members trained on the prevention of underage gambling on induction to the company?
- Is training regularly updated – can this be evidenced within staff training logs?
- Are checks of age carried out on apparently underage customers? Can this be evidenced?
- Is service refused to adults accompanied by a child or young person?
- Are only suitable forms of I.D. accepted by the operator?
- Does staff training cover all relevant prohibitions against inviting children or young persons to gamble or to enter gambling premises?

Enforcement Officers also undertake advisory visits to public houses where there has been a change of management. These visits include a check on any gaming machines. Advisory visits to approximately 90 public houses have taken place in the last 12 months.

Officers also provide advice relating to permitted gaming in licensed premises, such as poker, during these visits.

## **2.6 Recommendation 6 – Education Awareness**

*Committee requests that education awareness be undertaken in schools, explaining the dangers of gambling to young people.*

An update will be provided at the November meeting.

## **2.7 Recommendation 7 – Treatment Services Report**

*That a report be presented to this Committee which focuses on the treatment services that are available across the district.*

There is no Council funded specialist treatment services for problem gambling in Bradford. The only locally provided specialist service is Krysallis in partnership with GamCare, details of which were included in the report to committee in March 2019.

An NHS hosted Northern Problem Gambling Clinic is due to open in Leeds this year. The clinic will provide services for people with severe gambling problems,. Further information can be found on the Leeds and York Partnership NHS Foundation Trust website ([Leeds and York PFT](#))

The first NHS gambling clinic for children will open this as part of the NHS Long Term Plan. Up to 14 new NHS clinics are being opened, starting with the NHS Northern Gambling Service in Leeds. Further information is available via NHS England website ([NHS England](#)).

A representative from a treatment service is to be invited to attend committee in November 2019.

## **3. OTHER CONSIDERATIONS**

None

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

Under the Gambling Act 2005, licence fees must be set upon the basis of full cost recovery for the administration and enforcement of the licence scheme. There is no provision to set fees to cover other matters, such as treatment services.

In relation to public health, local authorities are not funded to provide treatment services. There is a recognised role to identify harm and that people experiencing harm are enabled into support and treatment.

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

There are no apparent risk management or governance issues.

## **6. LEGAL APPRAISAL**

Under the Gambling Act 2005, Council's (known as Licensing Authorities) are responsible for the licensing of gambling premises and certain gambling activities. Licensing authorities are bound by the statutory aim to permit where applications are in accordance with the Gambling Commission's codes of practice, guidance to authorities, the Authority's Statement of Principles and the three licensing objectives.

In relation to public health, the Care Act 2014 imposes a requirement on a local authority to "make enquiries if it has reasonable cause to suspect that an adult in its area, whether or not ordinarily resident there, has needs for care and support, is experiencing, or is at risk of, abuse or neglect, and as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it"

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

The Council has to comply with the public sector general equality duty in section 149 Equality Act 2010, when exercise its functions.

The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities. It requires equality considerations to be reflected into the design of policies and the delivery of services

### **7.2 SUSTAINABILITY IMPLICATIONS**

No apparent sustainability implications.

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

None

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

The licensing objectives of addressing crime and disorder, ensuring gambling is conducted fairly and protecting children and vulnerable people must be addressed by the licensing authority when exercising statutory functions.

### **7.5 HUMAN RIGHTS ACT**

The Council must consider Human Rights implications when establishing licensing policy.

## **7.6 TRADE UNION**

None

## **7.7 WARD IMPLICATIONS**

Problem gambling and gambling related harm can affect anyone at any time. However, studies have shown gambling behaviour and problem gambling are not equally distributed across England, with higher rates for those living in wards classed as 'industrial, traditional manufacturing and multi-cultural'.

Information on problem gambling at a ward level is to be included in the Local Area Profile, where the information is available.

## **7.9 IMPLICATIONS FOR CORPORATE PARENTING**

The protection of children and other vulnerable persons from being harmed or exploited by gambling is one of the licensing objectives which authorities must have regard to when exercising statutory functions.

## **7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. RECOMMENDATIONS**

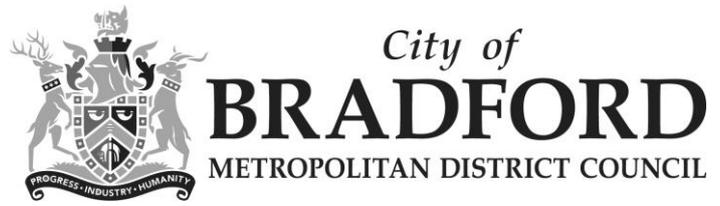
The committee is invited to comment on the current draft Local Area Profile and other action points detailed at Section 2.

## **10 APPENDICES**

1. Draft Local Area Profile
2. Letter from the Department for Digital, Culture, Media & Sport.

## **11. BACKGROUND DOCUMENTS**

- Gambling Commission Guidance to Licensing Authorities (Sept 2015)
- Statement of Licensing Principles for the Bradford District 2019-2021
- Local Government Association Tackling Gambling Related Harm (July 2018)
- Gambling Commission Gambling related harm as a public health issue (Feb 2018)



**Gambling Act 2005**

**Local Area Profile**

**Bradford District**

***[DRAFT]***

## **1. Introduction**

### **Gambling Act 2005**

The Gambling Act places a legal duty on licensing authorities to 'aim to permit' gambling, so long as premises licence applications are reasonably consistent with the Gambling Commission's code of practice and guidance, the licensing authorities Statement of Licensing Principles and the licensing objectives under the Act, which are:

- Preventing gambling from being a source of crime or disorder, being associated with crime and disorder or being used to support crime.
- Ensuring gambling is conducted in a fair and open way.
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

### **Local Area Profiles**

Under the Gambling Commission's Licensing Conditions and Codes of Practice (LCCP), operators with premises licenses are required to produce local risk assessments under the LCCP Social Responsibility Code. These local risk assessments are specific to the potential harm that gambling premises can have on one or more of the licensing objectives under the Act. They are specific to the premises, the local area and the local community.

Gambling operators are required to assess the local risks to the licensing objectives posed by the provision of gambling facilities at each of their premises and to have policies, procedures and control measures in place to mitigate those risks. This is intended to provide a well evidenced and transparent approach to considering and implementing measures to address the risks associated with gambling.

The LCCP social responsibility code requires operators to undertake a risk assessment for all new applications. The code also requires operators to review (and to update as necessary) their local risk assessment to take account of any significant changes to local circumstances or significant changes to the premises or when a variation to the existing premises licence is undertaken by the licensee.

This document is a guide which gambling operators can use when undertaking premises risk assessments. This guide is intended for all gambling operators and is not designed with a specific gambling sector in mind.

## **2. The Bradford District**

The Bradford District covers 143 square miles and is the fifth largest local authority in England in terms of population after Birmingham, Leeds, Sheffield and Manchester, with a population of over 532,000 people.



Bradford also has the highest percentage of under 18s for a city authority in the country. By mid-2026 the population of Bradford District is projected to grow to 543,000. Bradford also has an ethnically diverse population, with Bradford having the largest proportion of people of Pakistani ethnic origin (20%) in England.

There are 30 electoral wards within the district, with higher populations being generally concentrated in and around the centre of Bradford and the areas with the smaller population totals are generally located in the outer rural areas. City ward has highest population total with 25,000 people followed by Little Horton with 22,480 people and Tong with 22,350 people. Wharfedale ward has the smallest population with 11,890 people followed by Worth Valley with 14,320 people and Wibsey with 14,740 people.

### 3. **Gambling provision in the Bradford District**

Gambling can take place through a range of methods, such as betting in gambling premises (arcades, bookmakers, bingo and casino premises), taking part in lotteries and using gaming machines.

Nationally, gambling premises tend to be found in urban areas, town centre locations or around coastal areas. Gambling premises also cluster in certain areas within town and cities.

The current number of gambling premises licences in force in the Bradford district are as follows:

<b>Gambling Premises</b>	<b>Active licence as at 01/02/2019</b>
Casino	3
Bingo	4
Betting Shop / Bookmakers	60
Adult Gaming Centre	14
Track Betting	1
<b>Total</b>	<b>82</b>

The highest proportion of premises is located within the City Ward.

<b>Ward</b>	<b>% of Gambling Premises</b>
Baildon	1
Bingley	2
Bolton & Undercliffe	4
Bowling & Barkerend	1
Bradford Moor	2
<b>City</b>	<b>30</b>
Clayton & Fairweather Green	1
Eccleshill	2
Great Horton	4
Idle & Thackley	4
Ilkley	1
<b>Keighley Central</b>	<b>13</b>
Little Horton	2
Manningham	5
Royds	2
Shipley	6
Thornton & Allerton	2
Toller	5
Tong	4
Wibsey	4
Windhill & Rose	1
Wyke	4

#### **4. At Risk Groups**

Gambling is an activity which the majority of people can participate in without experiencing problems or risk of harm. However, some people can experience difficulties with their gambling behaviour. Problem gambling or gambling related harm can affect many different areas of an individual's life, but impacts are also wider than the individual concerned.

In 2016 a four month study into problem gambling in Leeds was undertaken by Leeds Beckett University. The study found higher rates of problem gambling occur in more Northern areas, major urban areas and those living in wards classified as industrial, traditional manufacturing, prosperous and multi-cultural. The study estimated more than twice the problem gambling prevalence in Leeds compared to national averages.

Growing evidence from this and other studies has identified 'at risk' groups who are more likely to experience problems:

- Adults living in constrained economic circumstances
- Younger people, including students
- People from minority ethnic groups
- Homeless people and those living in areas of greater deprivation
- Adults with mental health issues and substance abuse disorders
- People with poorer intellectual functioning and learning disabilities
- Offenders and ex-offenders
- Immigrants

## 4.1 Adults living in constrained economic circumstances

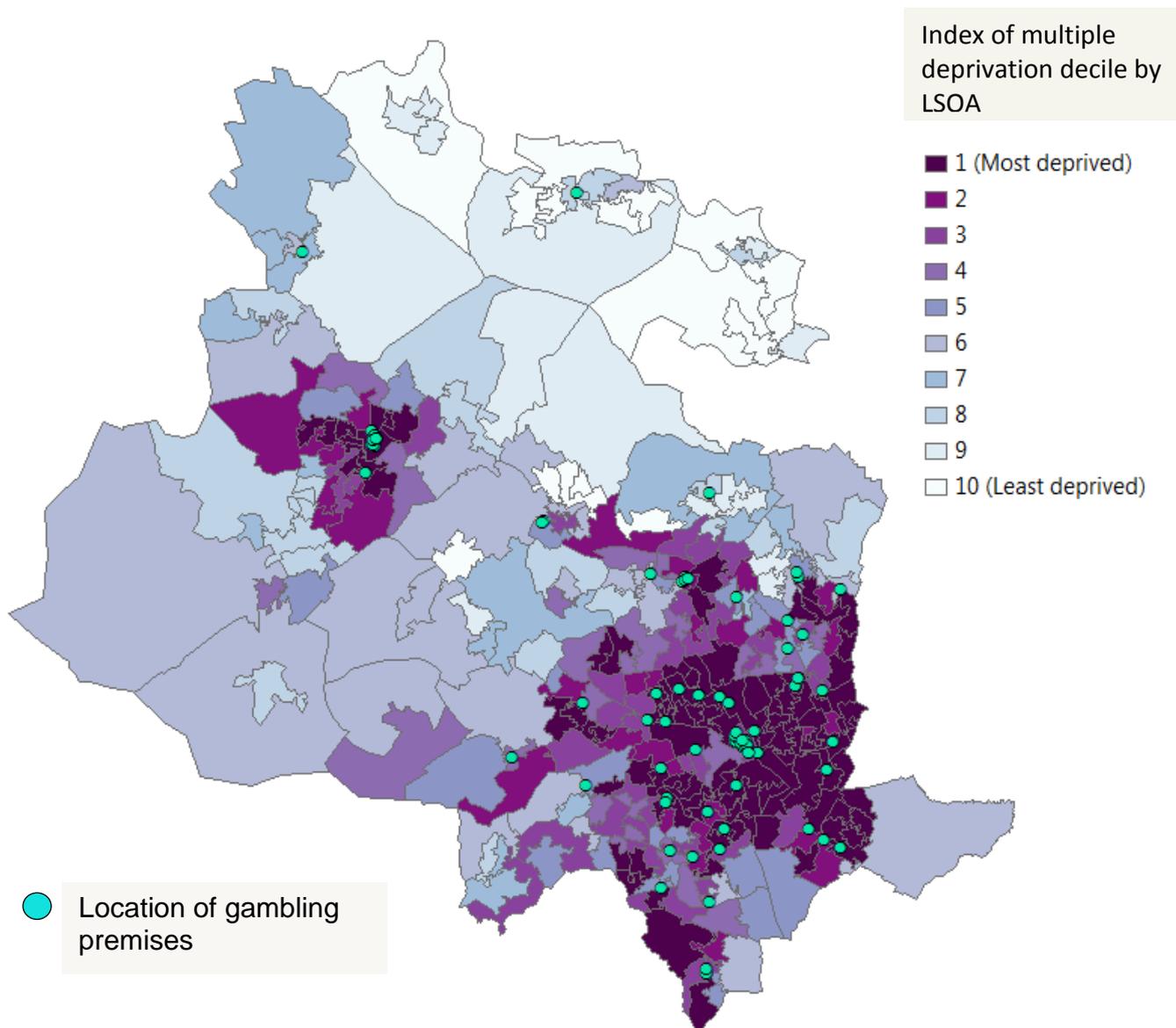
### Index of multiple deprivation decile by LSOA

There are a number of British surveys that have consistently shown that those living in more deprived areas are more likely to experience problems with their gambling behaviour.

Bradford has wide variation in deprivation across the district with 27% of the districts population living in the 10% most deprived areas in England and 6% of the population living in the 10% least deprived areas in England. Bradford is also ranked the 5th most income deprived local authority in England.

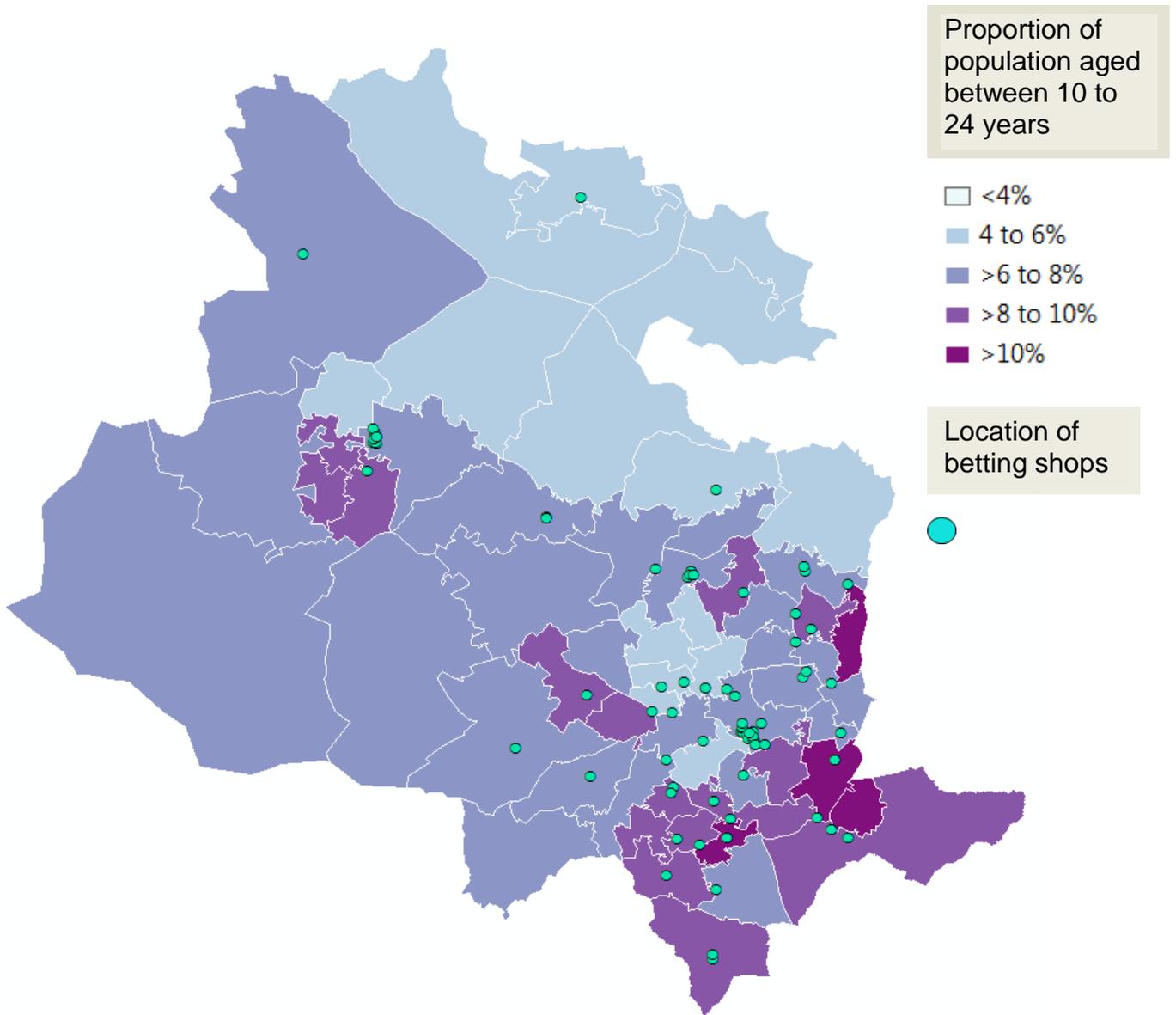
In the Bradford district, 32.5% of lower super output areas (LSOA's) fall into the most deprived decile based on the national benchmark of index of multiple deprivation. There are 83 betting shops in Bradford district of which 37 (44.5%) are located in a LSOA in the most deprived decile and 65 (78.3%) are located in a LSOA which is in the top three most deprived deciles.

**Figure 1:** Index of multiple deprivation (IMD) decile by lower super output area, overlaid with locations of betting shops. **Data source:** IMD 2015



## Lone Parents

**Figure 2:** Proportion of household comprising of lone parents, by middle super output area, overlaid with locations of betting shops. **Data source:** [nomis – 2011 Census LC1109EW-Household](#)

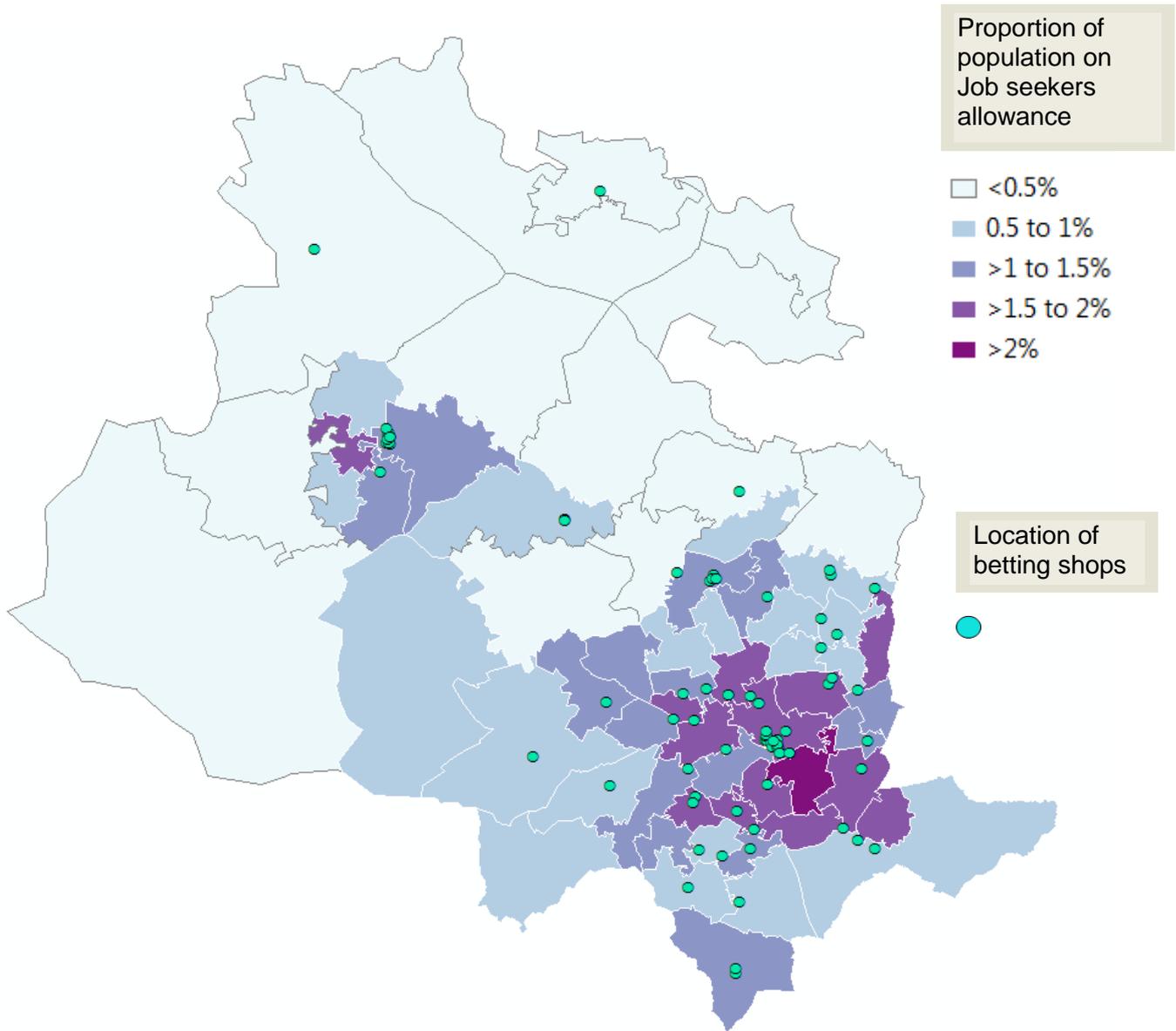


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## Employment: Residents in receipt of any out-of-work benefits

There is a consistent body of evidence showing those who are unemployed and who gamble are more likely to experience adverse outcomes from their gambling than those in paid employment

**Figure 3:** Proportion of population on Job seekers allowance, by middle super output area, overlaid with locations of betting shops. **Data source:** [nomis](#)



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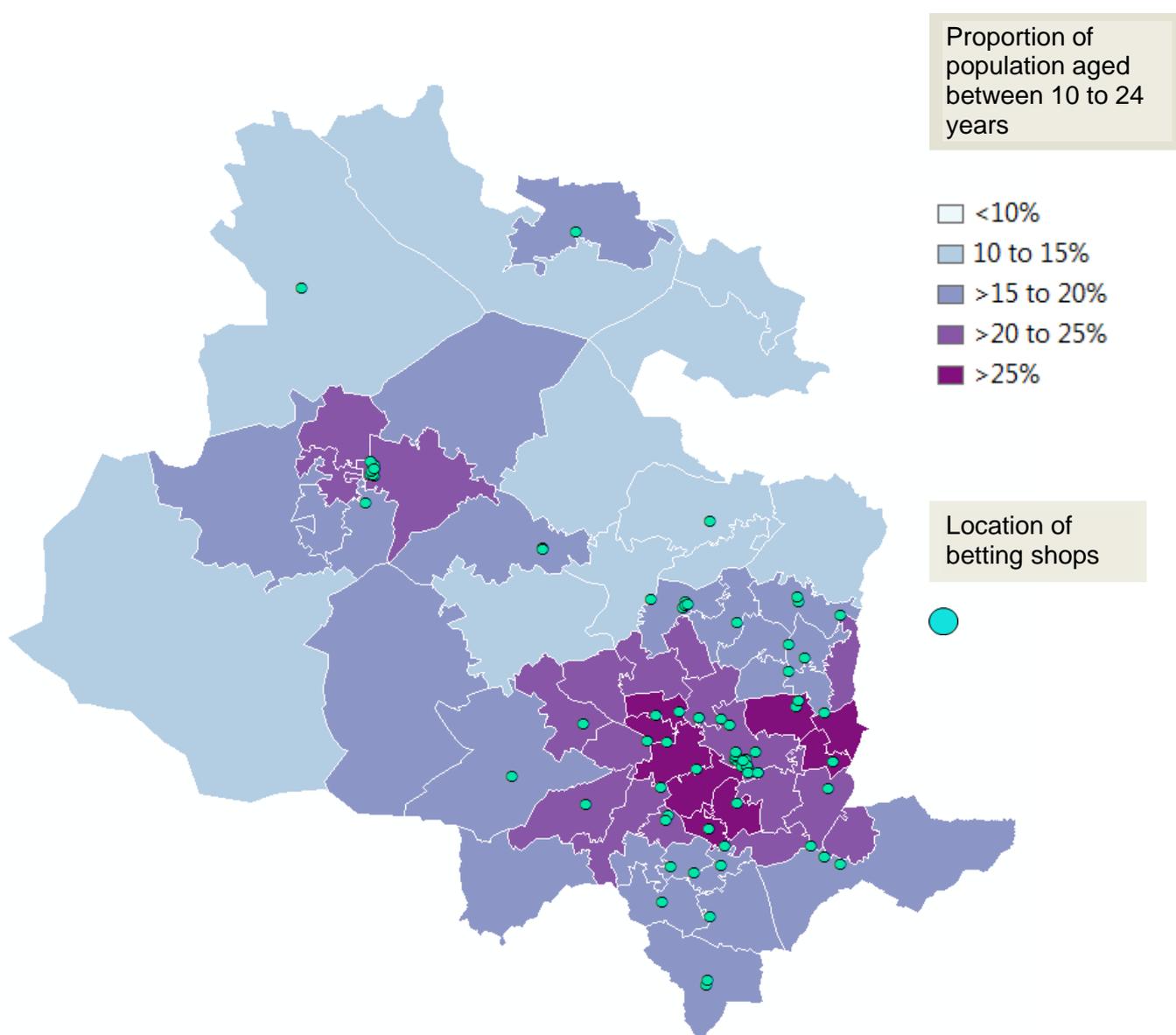
## 4.2 Younger people, including students

### Emerging Adults: Population aged between 10 and 24

There is strong evidence that children, adolescents and young adults are vulnerable to gambling problems.

Bradford is the youngest city in the UK, with more than 124,000 people aged under 16 (23.7%), with our children coming from a range of economic, cultural and ethnic backgrounds.

**Figure 4:** Proportion of population aged between 10 to 24 years, by middle super output area, overlaid with locations of betting shops. **Data source:** [ONS 2017](#)



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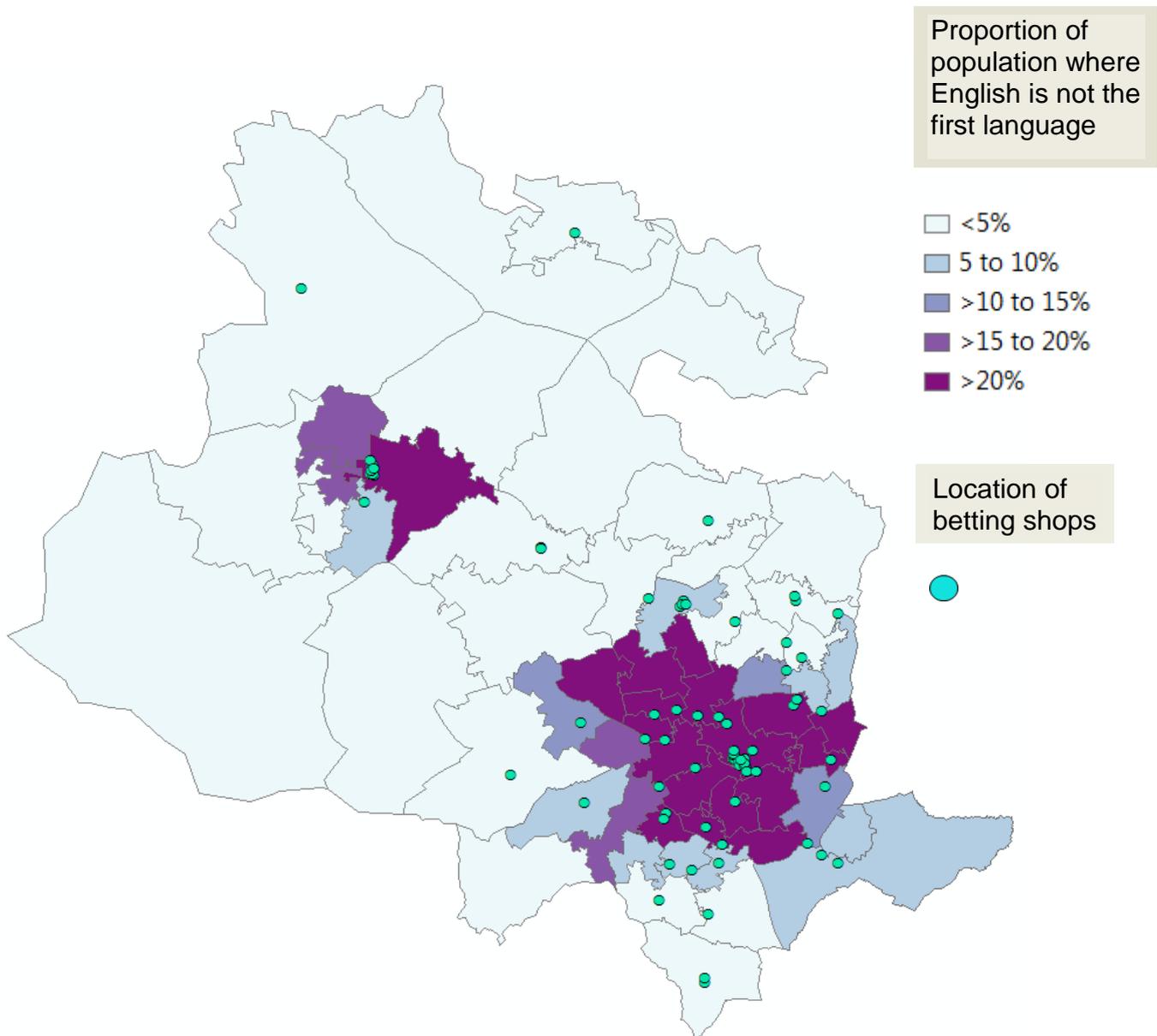
### 4.3 People from minority ethnic groups

There is evidence that individuals from Asian or Black backgrounds are more vulnerable to gambling problems (Wardle, 2015).

The results of the 2011 Census showed that 20% of the Bradford District population identified themselves as Pakistani, 2.6% Indian, 2.5% mixed heritage, 1.9% Bangladeshi, 1.8% Black and 3.6% from other ethnic groups.

#### English not first language

**Figure 5:** Proportion where English is not the first language, by middle super output area, overlaid with locations of betting shops. **Data source:** [nomis – 2011 Census LC2104EW](#)



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**[END]**

**Information to be included**

**4.4 Homeless people and those living in areas of greater deprivation**

[Public Health Profiles - Homelessness](#)

**4.5 Adults with mental health issues and substance abuse disorders**

[Joint Strategic Needs Assessment](#)

[Joint Strategic Needs Assessment - Drugs & Alcohol](#)

**4.6 People with poorer intellectual functioning and learning disabilities**

[Joint Strategic Needs Assessment - Mental Health & Wellbeing of Children & Young People](#)

**4.7 Offenders and ex-offenders**

[Public Health Profiles - Offenders](#)

**4.8 Immigrants**

*Migrant populations*

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**Department for  
Digital, Culture,  
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21st May 2019

Kersten England  
Chief Executive  
City of Bradford Metropolitan District Council  
[kersten.England@bradford.gov.uk](mailto:kersten.England@bradford.gov.uk)

Our Ref:  
MC2019/03840/GM

*Dear Kersten*

Thank you for your letter of 16 April to the Secretary of State for Digital, Culture, Media and Sport, the Rt Hon Jeremy Wright QC MP, regarding your authority's powers to prevent problem gambling. I am replying as the minister responsible for this policy matter.

You mentioned the introduction of high stakes roulette games following the reduction of the maximum stake for Fixed Odds Betting Terminals in April. I have been assured by GVC, the owner of Labrokes and Coral, that such games have been removed from their premises.

On your point about prevalence of betting shops, it is important that the views of local communities are taken into account when a new betting shop is being considered, and it is right to give local residents an opportunity to make their voices heard.

Licensing authorities currently do have the explicit power under the Gambling Act 2005 to revoke or refuse licences but in exercising those and other powers a licensing authority shall aim to permit gambling in so far as the authority think it reasonably consistent with the licensing objectives, with the Guidance to Licensing Authorities, the codes of practice issued by the Gambling Commission and their own Statement of Licensing Policy. This is set out at section 153 of the Gambling Act 2005. The Statement of Licensing Policy has an important role to play in setting out the licensing authority's expectations of gambling operators. However, it is important to ensure that decisions made are evidence based and can withstand challenge rather than being based on either a hypothesis or assumption, or indeed on a simple dislike of gambling.

As part of this, the Gambling Act 2005 does allow licensing authorities to attach conditions to betting shop premises licenses where there are local concerns. In addition, we want licensing authorities to feel empowered to protect their communities from the potentially harmful impacts that gambling can have by holding operators to their social responsibility commitments. Licensing authorities are entitled to make best use of the licensing and planning powers available to them. Under Section 153 of the act, the licensing authority's statement of licensing policy can be used to reflect local concerns, and to identify local risk factors and how the licensing authority expects operators to mitigate those risks.

Moreover, section 157(g) of the Gambling Act 2005 states that an appropriate responsible authority for determining licensing applications may include an authority "which has functions by virtue of an enactment in respect of minimising or preventing the risk of pollution of the environment or of harm to human health in an area in which the premises are wholly or



partly situated” and Directors of Public Health would be included under this section. In addition, operators are now required (by virtue of the Licence Conditions and Codes of Practice set by the Gambling Commission) to have completed a local risk assessment for each of their gambling premises. Essentially, this is designed to ensure that they take into account factors near to their premises, such as a college, an addiction treatment centre or a homelessness hostel. These local risk factors are potentially a risk to the licensing objectives of the Gambling Act 2005 and the operator must ensure they mitigate these risks. The licensing authority can request a copy of the local risk assessment, or view it when inspecting the premises to ensure it fulfils its functions.

Aside from licensing conditions the government has also toughened the law around planning use classes. Previously, betting shops were in the A2 financial and professional services use class, which meant that other uses within this class, such as a bank or estate agent, could also become a betting shop without the need for planning permission.

As a result of secondary legislation advanced by the government in April 2015, the government made changes to secondary legislation (The Town and Country Planning (General Permitted Development) (England) Order 2015) and an amendment to the Town and Country Planning (Use Classes) Order 1987). Betting shops are now sui generis (use class of their own). In England there are no permitted development rights to change use to a betting shop. A planning application is now required in England and this enables the local planning authority to determine the application in accordance with its local plan, and provides opportunity for the local community to comment.

Your second suggestion is the introduction of a 1% levy on industry gross profits to pay for research, education and treatment. We considered research, education and treatment as part of our Review of Gaming Machines and Social Responsibility Measures, published in May 2018. The review looked at protections across the gambling industry and support for those who experience harm, including the arrangements for funding.

The review response made clear that government’s priority is making the current voluntary system stronger and more effective. We outlined a number of initiatives to strengthen the current system for funding, expand access to services and build evidence on what treatment is needed and most effective.

My department is working closely with the Department of Health and Social Care, and I am delighted that we have committed in the NHS long-term plan to expanding dedicated support for those experiencing problems with gambling. This is in addition to the second NHS clinic which is due to open in Leeds this year. Public Health England are committed to reviewing the evidence on gambling-related harm and we are continuing to monitor the situation carefully.

With best wishes,



Mims Davies MP  
**Minister for Sport and Civil Society**



## **Report of the Director of Human Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 12 September 2019.**

**F**

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### **Subject: HRplus Contract Review**

#### **Summary Statement:**

Following the Bradford Council's Full Year Performance Report to Corporate Overview and Scrutiny Committee on 10 July 2019, Members requested a report evaluating the HRplus contract.

This report evaluates the HRplus contract.

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**Portfolio:**

Leader

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**Corporate Overview & Scrutiny Area:**

## 1. SUMMARY

- 1.1 Following Bradford Council's Full Year Performance Report to Corporate Overview and Scrutiny Committee on 10 July 2019, Members requested a report evaluating the HRplus contract. This report considers the original objectives of setting up the service, how the service has developed and the performance of the service.

## 2. BACKGROUND

- 2.1 AdviserPlus provide the HRplus service to all Council managers. This includes;

- an advice line providing support and guidance on a range of workforce topics such as sickness, performance and conduct,
- a manager and employee knowledge portal,
- a case management system which provides a comprehensive, live view of case activity.

The case management, knowledge portal, and advice line solutions all support on-going capture of HR data.

The contract commenced in August 2014 and was for four years. It was extended for a further 18 months so that it expires on 11 February 2020.

## 3 REVIEW OF THE HRPLUS SERVICE

### 3.1 Original Business Case for existing HR Advisory Service Provision

The original business case was agreed on 12 May 2013. The drivers for change were as follows:

*"A review of HR was undertaken by the Audit Commission. It found that whilst HR expert advice was highly regarded, there was:*

- *Inconsistent advice to managers on occasions*
- *Lack of clarity of roles of managers and HR on people issues*
- *The need for more support on the strategic HR agenda that should help shape workforce planning and people management, not just operational support"*

On the basis of this, a new model for HR service delivery was configured, which also resulted in the HR staffing budget being reduced by a third to support Council Budget savings. The model included the development of a contact centre approach to the provision of HR advice.

It was considered that a radical approach was needed and soft market testing had identified that there was a potential provider of such a service.

#### 3.1.1 Benefits Envisaged From Business Case

The following benefits were envisaged from the original business case:

- More efficient and effective way of providing timely HR advice to frontline managers, improving the breadth of management information to monitor and identify hotspots;
- Empower and skill all frontline managers to carry out their HR related activity more effectively and from an informed position;
- Improve the consistency of HR advice and support to managers;
- Enables resources to develop the role of strategic HR;
- Access to an improved HR IT system without the upfront investment;
- Increased flexibility and speed of response to HR problems;
- Increased performance management.

### 3.1.2 CMT Agreed Objectives

At CMT on 14 May 2014 the objectives for the contract were agreed:

- A change in the culture of the organisation which supports and ensures that managers are managing people issues in a timely and appropriate way;
- To have improved response times to queries;
- Follow up phone calls to determine management action;
- Timely and quality management information – highlighting hotspots, trends, training and development needs and focussing HR activity;
- An audit trail that facilitates performance management and compliance;
- The ability to grow the business in the future.

### 3.1.3 Report to Executive

A report was taken to Executive on 24 June 2014 which further summarised the objectives of the contract. The Executive report is attached as Appendix 1.

## **3.2 Analysis of Objectives**

The various original objectives envisaged by entering into the contract can be grouped into four main areas. These are:

- Timely, consistent and effective advice;
- Empowering and skilling managers on workforce issues;
- Provision of an IT platform that monitors and proactively manages HR issues with the ability to provide management information and identify 'hot spot' trends;

- Development of a more strategic HR service.

Below is an analysis of each of these areas.

### **3.2.1 Timely, consistent and effective advice**

Prior to the contract it was widely accepted and subsequently found in an audit report that advice was not given in a timely and consistent manner. Since the contract the advice line has been open from 8-00 to 18-00 hours as a single point of contact. Managers can also contact the service via email. Service KPIs demonstrate that each month between 95 and 100% of calls are answered within 6 rings. A summary of the full contract KPIs and case volumes is contained in Appendix 2. A further performance indicator requires that emails are followed up by the end of the next working day. This is usually 100%.

In a user satisfaction survey undertaken earlier this year 98% of respondees were positive about their experience of getting through to HRplus and 97% were positive about the adviser's understanding and support. This objective has been met.

### **3.2.2 Empowering and skilling managers on workforce issues**

The previous in-house service was more of an advice service and carried out some of the work that should have been carried out by managers. This often resulted in managers not taking responsibility for workforce issues. The HRplus service is a coaching service aimed at increasing manager's skills and confidence at dealing with workforce issues.

In the recent satisfaction survey managers were asked to rate their confidence at dealing with cases following advice and support from HRplus, 98% rated this as positive or satisfactory. This objective has been met although this is very much an on-going objective.

### **3.2.3 Provision of an IT platform that monitors and proactively manages HR issues with the ability to provide management information and identify 'hot spot' trends**

One of the biggest advantages of the contract is the provision of technology that could not have been provided in-house. As part of the contract, there is currently an integrated IT platform and customised HR web portal containing online guidance for managers on all in-scope HR policies and procedures (originally 30 in scope topics), including maintenance, development and hosting of our HRplus portal.

Another key part of the contract is the case and call management system which provides a reference for managers of all guidance and transactions on cases between Council managers and the advice line, and providing a confidential audit trail. Access is personalised and secure. Before this, documentation was held in a number of ways and phone calls and advice were not necessarily recorded. This made it particularly difficult to keep track of cases and produce meaningful evidence to support decisions. This objective has been met.

### **3.2.4 Development of a more strategic HR service**

The provision of HR advice by HRplus allowed the internal HR service to focus more strategically. Business Partner posts were created that have provided a more strategic workforce input to Departments. The Business Partners use the workforce MI generated by HRplus to advise on a range of workforce issues including performance. The Big Project which sets the strategic workforce agenda was agreed after the HRplus service was successfully initiated. This objective has been partially met but more work is needed in terms of reconfiguring the HR Service to fully meet this objective.

### 3.3 Service Enhancements

Since the start of the contract the following enhancements have been made:

- Upgraded intranet to incorporate a 'dynamic workflow technology' – a digital enhancement created to improve and streamline the manager experience making it simpler to locate the guidance needed in fewer clicks;
- Five new topics have been added; Shared Parental Leave; Mental Health at Work; Recruitment (fully hosted); Induction; and Managing Workforce Change;
- The creation of an employee intranet (also presented with dynamic workflow technology), providing information to employees as well as signposting;
- Upgrade to a new web-based MI portal providing greater visualisation of MI dashboards with automatic refreshes;
- Introduction of additional MI dashboards including: KPI dashboard to illustrate performance against key success measures as identified and developed with the Council; a knowledge portal dashboard providing insight into usage of the manager intranet; Case Viewer dashboard; internal benchmarking dashboard;
- Provision of Learning Solutions, tailored for Bradford Council managers according to the requirements identified in partnership with the Council's HR team, and;
- A new IVR system improving manager experience by routing calls directly to an adviser for an on-going issue and reducing the time to triage for new cases.

Increased service use has been seen across all activity metrics such as accessing information from the website and more particularly raising cases.

Over the course of the contract HRplus have made 79,000 outbound calls and received 40,000 inbound calls.

AdviserPlus are key partners in the delivery of the Big Project. Engagement and communications activity has included:

- Coaching and mentoring session with CMT;
- Facilitated sessions at SLT business meetings on a number of key topics including; sickness absence management, performance and discipline;
- Delivery of the Best Solutions for Managing People workshops which provide a range of 'best practice' solutions focussing on behavioural recruitment

- techniques, performance management, coaching, mentoring and supporting others to better performance. Over 450 managers have already attended and 88% rate the value of the workshop as extremely valuable or very valuable;
- Creation of managing performance eLearning module as a precursor to the Best Solutions workshops;
  - SLT Best Solutions overview session;
  - They are leaders in the field of employee mental health and have supported the Council to achieve the Department of Work and Pensions “Disability Confident” status Level 2;
  - AdviserPlus have provided Mental Health at Work workshops for managers to support the Council’s approach to employee mental health following the signing of the Time to Change pledge. Over 150 managers have attended these workshops which aim to enable managers to confidently address the mental health of their staff. The feedback has been overwhelmingly positive;
  - AdviserPlus are Service Excellence Awards sponsors providing financing that helps to make the annual Council event a success as well as attending and presenting an award;
  - The Council and AdviserPlus recently won a prestigious PPMA (Public Services People Management Association) award in the category of ‘Best Leadership or Management Development Initiative’ for our Best Solutions workshops and were “highly commended” for our work supporting mental health.

PACT HR, the Council’s traded HR service to schools, has purchased the AdviserPlus case management and knowledge portal systems to improve the services they offer. This had an implementation cost of £11,725 and a license cost of £37,000 for the remainder of the contract – through to 11 February 2020.

In order to further drive our objective to ‘get the basics right’ we’ve analysed key MI insights to develop guidelines for success in relation to employee case management. These success measures give clarity around what good looks like and are aimed at measuring achievement in improving performance, effectively managing absence, and delivering people-oriented solutions consistently.

### **3.4 User Satisfaction**

Feedback from managers has been predominantly positive. The few negative issues raised have been dealt with promptly and effectively by AdviserPlus and measures put in place to prevent reoccurrence.

There are regular service review meetings, including an annual service review meeting whereby the previous year is reviewed and developments for the coming year are discussed and agreed.

Earlier this year a user satisfaction survey was undertaken with Council managers. The survey was completed by 229 service users, which equates to a 27% response rate (based on the eComm having being received by 845 service users). The 2019 council manager survey results show:

- Over 90% of service users gave a positive or satisfactory score across all questions.
- Whilst the 2018 survey result scores were positive we have seen an improvement

in all questions this year.

- 89% of service users score the question *“Overall I’ve found the adviser’s understanding of the support I require in managing my case(s) to be...”* as good or excellent.
- 93% of those surveyed advised that they would recommend using the support from HRplus to a fellow manager.

There is some anecdotal evidence of some managers that are dissatisfied with the HRplus service. There has been a lack of specific examples passed through to HR, however, once these are passed to HR, they can be effectively addressed with HRplus.

### **3.5 Issues to be Addressed**

#### **3.5.1 Failed contacts**

The contract has an escalation process for when managers are not taking action on a case. This involves them being contacted several times. If the manager does not respond then their manager is contacted several times. If they do not respond then the case is closed.

17% of all cases are closed due to the failed contact process being exhausted. This has remained consistent over the years of the contract. Children’s Services has the highest percentage of these cases with 23% exhausting the failed contact process.

Over the duration of the contract we have failed to effectively address this and reduce the number of failed contacts.

#### **3.5.2 Lack of engagement with the service**

The case volume per 1000 employees is 41 which is in line with other customers of AdviserPlus. However, all managers should raise a case whenever one of their staff exceeds one of the sickness trigger points, long or short term. A case is not raised for 33% of cases where an employee has exceeded a short term trigger point and for long term sickness the figure is 29%.

Despite HR Business Partners regularly updating services on these cases, the figure remains high meaning that managers may not be getting the help and advice they need to manage a case.

#### **3.5.3 Lack of clarity on roles**

HRplus advise management through complete HR processes including dismissal. When the contract was formulated it was felt that the internal HR service should be aware of any cases that may result in the dismissal of an employee or represent a significant reputational risk. This often involves HR Business Partners and senior HR staff involvement. Some of the more serious cases, especially those involving litigation, get dealt with in the final stages by the internal HR service and other services as appropriate. This is a very small proportion but they do take a large amount of resource from the Corporate HR team.

Some cases are dealt with outside of HRplus, either because managers are not raising them in the first place or we have determined that Corporate HR need to support. For example, collective grievances and some investigations and disciplinary cases.

Having the HRplus service, the internal HR Business Partnering service and other parts of the Council involved in some processes has sometimes resulted in confusion and needs to be more effectively addressed in any future service provision.

#### **3.5.4 Trade Union Feedback**

As key stakeholders, our trade unions have been extensively engaged with the development and transition to the HRplus contract. This included significant consultation before the contract was entered into, making our trade unions an integral part of the service implementation, discussions continued at OJC meetings. Trade unions previously had direct contact with the HR Adviser dealing with a specific case and could sometimes work to resolve issues more informally rather than following strict processes, which they saw as an advantage. The view is there is inconsistent advice being given to managers by HRplus. However, inconsistent advice to managers was a concern prior to the contract from Corporate HR.

Trade unions have made their position and preference clear - for the service to be brought back in-house. Corporate HR plans to run a number of focus groups with stakeholders including our trade unions to ensure that effective engagement is maintained and different views for effective delivery are sought to influence future options.

### **3.6 Current Position**

Further work is currently being undertaken to assess the effectiveness of the contract and to inform an options appraisal which will be considered to decide the future of workforce advice and information provision.

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

The cost of the original contract was £1.5M over 4 years, £31,250 per month. These costs have risen in line with inflation. It was agreed to extend the contract for a further 18 months at a monthly cost of £32,437 per month (the original cost plus inflation).

Spend with AdviserPlus since the start of the contract to 31 July 2019 is £2,113,977.30. There has been approximately £250k additional expenditure with AdviserPlus over the life of the contract for the provision of the Best Solutions for managers workshops, senior management briefings, mental health in the workplace workshops, plus the case management and knowledge portal systems purchased by PACT HR.

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

The appraisal of options and decisions on the future provision of HR advice and information will need to be made within a short timeframe to avoid the risk of disruption to managers needing workforce advice.

**6. LEGAL APPRAISAL**

Legal input will be required with regard to all contractual issues and on legal issues connected with the application of employment law.

**7. OTHER IMPLICATIONS**

None

**7.1 IMPLICATIONS FOR CORPORATE PARENTING**

None.

**7.2 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None.

**8. EQUALITY & DIVERSITY**

All HR advice and information is provided within the framework of employment, equality and diversity legislation and good practice.

**9. SUSTAINABILITY IMPLICATIONS**

None

**10 GREENHOUSE GAS EMISSIONS IMPACTS**

None

**11 COMMUNITY SAFETY IMPLICATIONS**

None

**12 HUMAN RIGHTS ACT**

None

**13. TRADE UNION**

The trade unions are a key stakeholder in effective workforce management. They will continue to be engaged with on the provision of HR advice and information.

**14. WARD IMPLICATIONS**

None

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

None

**16. NOT FOR PUBLICATION DOCUMENTS**

The attached Appendix 2 is marked Not for Publication as it contains commercially sensitive information and it is therefore considered exempt information within paragraph 3 (financial or business affairs) of Schedule 12A of the Local Government Act 1972 (as amended).

**17. RECOMMENDATIONS**

Members are asked to note the contents of this report.

**18. APPENDICES**

Appendix 1: Report of the Interim Head of Human Resources to the meeting of Executive held on 24 June 2014.

Not for Publication Appendix 2: HRplus KPIs and performance information.

**19. BACKGROUND DOCUMENTS**

None



## Report of the Interim Head of Human Resources to the meeting of Executive to be held on 24 June 2014

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### Subject:

HR Contact Centre

### Summary statement:

This report outlines the conclusions of the procurement process and to seek approval to proceed with a partnership in the provision of a frontline HR Contact Centre.

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Matt Burghardt  
Interim Head of Human Resources

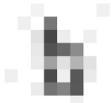
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### Overview & Scrutiny Area:

Corporate



City of Bradford  
Metropolitan District Council



## 1. SUMMARY

This report outlines the conclusions of the procurement process and to seek approval from Executive to proceed with a partnership in the provision of a frontline HR Contact Centre.

## 2. BACKGROUND

- 2.1 The 2012 - 2013 Executive budget proposals indicated a commitment to consider the development of a new way of providing services in partnership with an external provider to develop a frontline HR Contact Centre.
- 2.2 Work commenced in October 2012 to identify the scope and type of provision that the Local Authority is seeking with regards to providing advice and support to Managers on personnel related matters through a responsive frontline contact centre provision.
- 2.3 CMT gave their support to explore the market to determine what provision already existed. With support from Procurement, Human Resources undertook a Soft Market Testing Exercise through a PIN (Prior Information Notice). This process allowed for organisations in the market and the Local Authority to have informal discussions helping each organisation to understand how both parties operate, what the Local Authority is seeking and what type of service interested organisations could offer.
- 2.4 The Soft Market Test (SMT) attracted interest from a number of organisations, both from large, well known HR providers and market leaders and small organisations.
- 2.5 The organisations were all from the private sector and varied from a large multi national organisation with a billion pound turnover to a small privately owned firm. This range is also reflected in the number of employees ranging from one with nearly 100,000 and another with less than 10.
- 2.6 This will be a new venture for all with the objective of providing detailed and specific advice on a whole set of national and local terms and conditions through a Contact Centre.

All organisations, including the market leaders stated that this type and level of Contact Centre advice would be ground-breaking and challenging in a Local Authority setting. A number however believed that with a thorough understanding of the Council's processes and procedural requirements, they could indeed provide the type of quality of service we are seeking which has at its heart, excellent advice to managers, undertaking their responsibilities in relation to HR / People issues.

- 2.7 Based on the findings of the Soft Market Test and a report to CMT in January 2013 HR were charged with developing the business case further and a HR Project Team was established working with colleagues from Procurement, Finance, Legal and ICT to develop a specification for a Service Delivery Model to be tendered to the Market.
- 2.8 Joint leadership were briefed in October 2013 on the findings of the Soft Market Test and were asked to approve the next stage of the project to advertise the tender

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with a view to seeking a preferred new service provider for a HR Contact Centre.

### 2.9 **Scope of the Contact Centre will be:**

- A HR Contact Centre providing advice to Council Managers on HR processes, policies, procedures and terms and conditions of employment.
- An integrated IT platform and a customised HR web portal which will be accessible through the Council's existing intranet (Bradnet) and which interfaces with existing systems. The web portal and all supporting documentation will contain the Council's branding.
- A telephone and e-mail contact service to managers between the hours of 08.00hrs to 18.00hrs Monday to Friday, accessed by a single telephone number.
- The Contact Centre will be pro-active in terms of outbound calls and e-mails to managers to ensure agreed actions have been taken.
- A Case Management Solution to record all transactions between the Council and the Contact Centre maintaining a document and Case Management System.
- Provision of real time management information that will enable the Council's Strategic HR function to monitor Council Managers performance and determine trends and hotspot information for action.
- Provision of a suite of reports and management information that Strategic HR will use to ensure effective performance management and workforce planning.

### 2.10 The key benefits of the proposal are:

- More efficient and effective way of providing timely HR advice to frontline Managers, improving the breadth of Management information to monitor and identify hotspots;
- Empower and skill all frontline Managers to carry out their HR related activity more effectively and from an informed position;
- Ensure the consistency of HR advice and support to Managers;
- Enable resources to focus on Strategic HR;
- Access to improved HR IT systems without the upfront investment;
- Increased flexibility and pro-activity in relation to HR issues;
- Increased Performance Management.

### 2.11 **Process**

- With advice from Procurement, a Tender was submitted through an open process. A new PIN was issued in November 2013. The Tender process opened on 23

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January 2014.

- Notification was sent to all those companies who had responded to the PIN in November 2013 confirming the Tender was available.
- Following the closing date on 19 March 2014, two bids had been received. 51 companies had viewed the document and 10 had formally opted out.
- There were areas of clarification and discussion required on both bids and both companies were invited to participate in the negotiated process.
- On the conclusion of the negotiations evaluation took place and the results of this are detailed in Appendix 2. This is a Not for Publication Document.

### 2.12 Key issues:

- The length of the contract is for 4 years, with a review at 2 years, against key performance indicators which are agreed between the parties.
- Significant service failures against those measures may result in early termination of the contract.
- Consideration has been given as to whether the Transfer of Undertakings Protection of Employment Regulations 2006 (TUPE ) would apply to this contract.
- The Council has taken the view, having considered the nature of the service being procured, the way services are provided currently and having consulted with trade unions representing staff potentially affected by such proposals, that we do not believe TUPE will apply and therefore we have asked for non TUPE bids. There will be no transfer of Council employees to the new provider.
- One of the key focuses of the evaluation is the Social Value that the preferred bidder could provide to the Bradford District.
- Current timescales are for the Mobilisation Period to start mid-August with Service Commencement in January 2015.

## 3. OTHER CONSIDERATIONS

The preferred bidder will need to demonstrate their commitment to work in partnership with the Council and to enter into further dialogue, in good faith, to consider potential collaborative opportunities within the local area.

## 4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Financial advice has been provided by financial services and the commercial team within the commissioning and procurement service with regards to this project.
- 4.2 The financial evaluation of the bids is included in Appendix 2 - Evaluation Outcome-Not for Publication Document.
- 4.3 The key driver for this project is to affect a culture change across the organisation in

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terms of managerial responsibilities and performance and not primarily as a cost saving efficiency in Human Resources. There are no direct cashable savings attributable to this project. There may be non cashable benefits due to the timely advice and pro-active approach to dealing with HR issues.

- 4.4 The financial resources for this contract will be made available from the existing HR operational budget and every effort will be taken by the project team to ensure that no additional or out of scope costs are incurred which increase the HR budget overall.

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

- 5.1 A Governance Board has been established, Chaired by the Interim Head of Human Resources with senior representatives from Procurement, Finance, Legal and ICT to ensure all decisions are signed off appropriately.

- 5.2 A Risk Register is established around the Project and is managed through the Project Team and Governance Board.

### **6. LEGAL APPRAISAL**

- 6.1 There are commercial legal implications linked to the project and appropriate Commercial and Employment legal advice has been provided.

- 6.2 Even though the stated view of the parties to this service proposal are that TUPE 2006 will not apply, the Council has undertaken a consultation process with its recognised Trade Unions (see Section 7.6 below). Although no agreement was reached about the proposals through this process, relevant information about the proposal, planned implementation dates and possible implications for existing staff has been disclosed.

- 6.3 Whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE 2006) applies to any particular business transaction is a determination of law settled ultimately by the Employment Tribunal should matters be challenged by one or more individual employees. The view of the parties is a relevant factor when deciding such questions, but it is not determinative of itself. There is always an element of risk in such circumstances. It can never be entirely discounted but in assessing such risk the provisions of Paragraphs 2.12 above are significant.

### **7. OTHER IMPLICATIONS**

#### **7.1 EQUALITY & DIVERSITY**

No implications.

#### **7.2 SUSTAINABILITY IMPLICATIONS**

None.

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

None.

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### 7.4 COMMUNITY SAFETY IMPLICATIONS

None.

### 7.5 HUMAN RIGHTS ACT

No implications.

### 7.6 TRADE UNION

- The Trade Unions have been briefed and consulted with regards to this project. The Trade Unions have been clear that they do not support outsourcing of any kind.
- The issue of whether a TUPE bid was to be put forward was discussed with both Trade Unions and affected staff. Their views were considered, prior to the Council decision to go forward on a non TUPE bid.
- The Trade Unions will continue to be consulted and be included as stakeholders, following contract award and through the mobilisation phase.

### 7.7 WARD IMPLICATIONS

None.

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

None.

## 8. NOT FOR PUBLICATION DOCUMENTS

Appendix 2 is not for publication due to the sensitive and commercial nature of the decision to be taken and is therefore exempt from disclosure in accordance with paragraph 3 of schedule 12a (financial or business affairs) of the Local Government Act 1972 as amended.

## 9. OPTIONS

- 9.1. **Option 1** - That a decision is made not to award the contract and to continue to provide the service in-house. This would need to be factored into the review of HR.
- 9.2. **Option 2** - To proceed to contract award, to deliver the HR frontline services as scoped through an external partner.

## 10. RECOMMENDATIONS

That the Council proceeds to contract award for the provision of a frontline HR Contact Centre.

To delegate the decision to officers in consultation with the Leader.

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**11. APPENDICES**

Appendix 1 - Specification

Appendix 2 – Evaluation Outcome – Not for Publication

Appendix 3 – KPI's

**12. BACKGROUND DOCUMENTS**

None.

## APPENDIX 1

### HR CONTACT CENTRE - SPECIFICATION

#### 1. Service Requirements

- 1.1 The Contractor shall provide advice and guidance on Authority Policies and Authority Information and such advice and guidance shall include, but not be limited to, the following:
  - 1.1.1 Conduct – up to and including dismissal and appeal (including cases/concerns relating to child and adult protection issues).
  - 1.1.2 Employee Grievances (and appeals).
  - 1.1.3 Bullying and Harassment.
  - 1.1.4 Sickness Absence (up to and including dismissal) and advice on any appeals lodged.
  - 1.1.5 Poor Performance (up to and including dismissal) and advice on any appeals lodged.
  - 1.1.6 Adoption Leave.
  - 1.1.7 Annual Leave.
  - 1.1.8 Bereavement Leave.
  - 1.1.9 Compassionate Leave.
  - 1.1.10 Maternity Leave.
  - 1.1.11 Parental Leave.
  - 1.1.12 Paternity Leave.
  - 1.1.13 Public Duties.
  - 1.1.14 Study Leave.
  - 1.1.15 Unpaid Leave.
  - 1.1.16 Flexible Working.
  - 1.1.17 End of Fixed Term Contract.
  - 1.1.18 Job Profiles and Competencies.
  - 1.1.19 Pay Scales.
  - 1.1.20 Recruitment (limited to guidance on the application of the Authority's policies).
  - 1.1.21 Disclosure and Barring Scheme (DBS) (limited to guidance on the application of the Authority's policies).
  - 1.1.22 Resignation.
  - 1.1.23 Early Retirement.
  - 1.1.24 Retirement.
  - 1.1.25 Secondments.
  - 1.1.26 Drugs and Alcohol Abuse.
  - 1.1.27 Smoking.
  - 1.1.28 Disability Leave Scheme.
- 1.2 The Services shall be provided in respect of all Authority staff. This includes direct services to approximately 1,000 Approved Users in respect of approximately 10,000 staff. The Contractor should expect some changes to these numbers during the course of the Contract. Schedule 2 (Payment Schedule) sets out the impact on the Contract Price of such changes.

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- 1.3 The Contractor shall update the Case Management System with details of advice given, agreed actions and timescales.
- 1.4 Outbound Contact
  - 1.4.1 The Contractor shall make introductory contact with newly appointed Approved Users to make them aware of the range of service provision available, accessibility, protocols and procedures as detailed in this Specification.
  - 1.4.2 The Contractor shall follow up all telephone advice with written confirmation of the advice provided in accordance with the KPIs.
  - 1.4.3 Where the advice provided by the Contractor requires action by the Authority, the Contractor shall make follow up contact and record on the Case Management System whether actions have been completed, where these have not been, and then update the manager of the Approved User.
  - 1.4.4 When an Approved User has not performed an action advised by the Contractor, the Contractor is required to send and appropriately record a notification to that Approved User's manager.

## 2. ICT Requirements

- 2.1 The Contractor shall supply, install and operate an integrated ICT platform to include all of the following:
  - 2.1.1 The Contractor shall provide any technology or combination of technologies that deliver the requirements as set out in this Specification.
  - 2.1.2 The Contractor's ICT systems shall have a fast response time with web pages being displayed quickly in line with Good Industry Practice.
  - 2.1.3 The Contractor shall ensure that Contractor ICT Facilities are available at all times except during agreed downtime hours (as set out in notes (a) and (b) to Schedule 3 (KPI's)).
  - 2.1.4 The Contractor shall host the ICT Facilities on its own hardware in its own secure data centre.
  - 2.1.5 The Contractor shall provide, and keep updated, a "Technical and Functional Specification Plan" for the delivery of the ICT Facilities, in accordance at a minimum with the Exit Plan.
  - 2.1.6 The solution must be compatible with the Authority's current platform and proposed upgrade path. The Authority currently uses Windows XP desktop, Internet Explorer 7 and Office 2003. The Authority proposes to upgrade these ICT programs within the next 2 years. The Contractor shall upgrade its own ICT Facilities accordingly.
  - 2.1.7 The solution shall have compatibility to accept a wide range of

documentation in file formats, the minimum requirement being Word, Excel and PDF's.

2.1.8 The Authority has a 10MB limit on incoming emails.

2.1.9 The Authority currently has an ICT contract with a third party to deliver a SAP front office relationship management and payroll system. The Authority currently uses SAP Version ECC6. The Authority will provide any SAP licenses that may be required to deliver the Services at no cost to the Contractor. The Authority shall provide an interface between the Contractor's Case Management System and SAP to enable the Contractor to view employee records and upload relevant details onto the Case Management System.

2.1.10 The Contractor shall not be required to transfer employee information currently held on the Authority's electronic document management scanning system. Contractor staff employed in the delivery of the Services will be required to contact the Authority's HR strategic team in order to access historical Authority employee data held on its Civica platform.

## 2.2 Information Security and Data Storage

2.2.1 The Contractor shall be ISO27001 accredited, or demonstrate that it is working towards the accreditation. The Contractor shall ensure that the accreditation is maintained throughout the Contract.

2.2.2 The Contractor shall have secure facilities in place for data storage.

2.2.3 The Contractor shall have procedures in place for management of personal and sensitive data.

2.2.4 The Contractor shall provide to the Authority and maintain for the period of the Contract an "Information Security and Data Storage Plan".

## 2.3 ICT Support

2.3.1 The Contractor shall provide a named contact to manage the ICT support element of the Contract.

2.3.2 ICT support shall be provided as a minimum during Core Business Hours.

2.3.3 The Contractor shall provide to the Authority and maintain during the period of the Contract an "ICT Support Plan".

## 2.4 Business Continuity & Disaster Recovery

2.4.1 The Contractor shall have robust processes in place for business continuity and disaster recovery. The Contractor shall provide to the Authority and maintain during the period of the Contract "Business Continuity and Disaster Recovery Plans" which demonstrate the

Contractor's capability to continue to provide the Services.

## 2.5 Web Portal

2.5.1 The Contractor and the Authority will work together during the Mobilisation Period to implement a new Authority branded customised Web Portal, hosted on the Contractor's server(s). This customised Web Portal will be accessible through the Authority's existing intranet (Bradnet) and shall provide:

2.5.1.1 an easy to use intuitive interface designed to give the Approved User access to the information they require in the lowest number of clicks;

2.5.1.2 a comprehensive searchable on-line dynamic HR advice knowledge database containing best practice, Authority specific expert advice and lessons learnt;

2.5.1.3 different levels of access dependent on user need as specified by the Authority using pass-through integration into the Authority's existing user authentication system;

2.5.1.4 view access to all relevant Authority HR documentation and Authority Information hosted on the Authority's HR (Bradnet) web pages or the web portal as specified by the Authority; and

2.5.1.5 access to the Case Management System for Approved Users to view summary details of current open cases for each of their employees.

2.5.2 The Web Portal, Authority HR documentation and Authority Information shall contain the Authority's branding.

## 2.6 Case Management System

2.6.1 The Contractor shall provide a Case Management System capable of:

2.6.1.1 recording all Cases;

2.6.1.2 uploading documents;

2.6.1.3 indicating real time details; and

2.6.1.4 providing different levels of access dependent on user need as specified by the Authority using pass-through integration into the Authority's existing user authentication system;

2.6.2 The Contractor shall provide capability to the Authority to produce reports in respect of individual employees to include, but not limited to, the following:

- 2.6.2.1 Organisation unit/team.
- 2.6.2.2 Service.
- 2.6.2.3 Department.
- 2.6.2.4 Gender.
- 2.6.2.5 Ethnicity.
- 2.6.2.6 Disability.
- 2.6.2.7 Age.
- 2.6.2.8 Other protected characteristics the Authority reasonably chooses to record in the future.
- 2.6.2.9 Job Type.
- 2.6.2.10 Officer and former manual staff.
- 2.6.2.11 Grade.

## 2.7 Knowledge database

- 2.7.1 Using its Case Management System, the Contractor shall compile (over the period of the Contract) a database of knowledge which shall be made available to the Authority in a searchable format.

## 2.8 Telephony and E-mail Service

- 2.8.1 The Contractor shall provide the services via telephone and email. All contact shall be direct with staff and should not involve automated call handling systems.
- 2.8.2 Telephony access shall be on a single telephone number.
- 2.8.3 The Contractor shall ensure that a voicemail system is available for Approver Users to leave messages when calling outside of Core Business Hours.
- 2.8.3 The Contractor shall ensure that voicemails and emails left outside of Core Business Hours are responded to in accordance the KPIs set out in Schedule 3.

## 3. Personnel Requirements

- 3.1 The Contractor shall ensure that advisers employed in the delivery of the Service are CIPD qualified or can demonstrate the appropriate level of competency which is equivalent to that standard.
- 3.2 The Contractor shall ensure that all advisers employed in the delivery of the Service have the appropriate expertise in employment law including but not limited to the law relating to equality issues.
- 3.3 The Contractor shall have a detailed understanding of Authority HR documentation and Authority Information, so that they can respond to any queries from the Authority accurately and in a timely manner.
- 3.4 The Contractor shall ensure that all advisers employed in the delivery of the Service employed in the delivery of the Services are up to date with national

## Appendix 1

and European law and guidance from the date of any change.

- 3.5 The Contractor shall ensure that service continuity is maintained at all times including cover for periods of training, sickness, holidays and any other absences.
- 3.6 The Contractor shall provide comprehensive training and support in respect of all Authority HR documentation and Authority Information to all advisory staff employed in the delivery of the Services.
- 3.7 The Contractor shall provide on-going training to all Approved Users as and when required taking into account any ICT system changes and updates.

### **4. Mobilisation Requirements**

- 4.1 There will be a Mobilisation Period during which the Contractor in accordance with the provisions of the Contract shall:
  - 4.1.1 gain a detailed understanding of all Authority HR documentation and Authority Information;
  - 4.1.2 work with the Authority to prepare and deliver a comprehensive rollout and communication programme on the Case Management System, the Web Portal and knowledge database;
  - 4.1.3 work with the Authority's ICT department to agree the interface and implementation of ICT systems to be provided by the Contractor; and
  - 4.1.4 work with the Authority to provide simplified, streamlined, user-friendly manager guides in respect of:
    - 4.1.4.1 dealing with conduct and behaviour issues / the disciplinary process;
    - 4.1.4.2 dealing with employee grievances;
    - 4.1.4.3 managing sickness absence; and
    - 4.1.4.4 managing poor performance.
- 4.2 The "Mobilisation Plan" detailing how the Contractor and the Authority shall implement the Services meeting the Specification between the Mobilisation Commencement Date and the Service Commencement Date is set out in Schedule 4.

### **5. Complaints Handling**

- 5.1 The Contractor shall address all complaints received in respect of the Services in accordance with the Contractor's "Complaints Handling Plan". The Contractor shall provide to the Authority and maintain during the period of the Contract a "Complaints Handling Plan".

## **6. Monthly Report**

- 6.1 The Contractor shall provide an electronic monthly report to the Authority in respect of the Services which shall include:
  - 6.1.1 Performance against the KPIs as specified in Appendix 1
  - 6.1.2 Number of inbound contacts.
  - 6.1.3 Number of outbound contacts.
  - 6.1.4 Number of calls from unauthorised users.
  - 6.1.5 Number of “High” severity Cases by topic.
  - 6.1.6 Number of “Medium” severity Cases by topic.
  - 6.1.7 Number of “Low” severity Cases by topic.
  - 6.1.8 Number of current Cases (including status, stage and duration).
  - 6.1.9 Number of Cases closed during previous month.
  - 6.1.10 Number of current Cases per topic.
  - 6.1.11 Number of current Cases per Authority service/department.
  - 6.1.12 Intranet usage of Web Portal pages.
  - 6.1.13 Change in the Contract Manager.
  - 6.1.14 Availability of the web portal within each month.
  - 6.1.15 Out of scope contact received.
- 6.2 The Authority shall be entitled on reasonable notice to view all raw data and material available to the Contractor in its formulation of such reports. The format of such reports will be agreed between the Authority and the Contractor.

## **7 Contract Management**

- 7.1 Authorisation
  - 7.1.1 The Contractor shall provide a designated Contract Manager to oversee the delivery of the Contract, who is authorised to act on behalf of the Contractor in all matters relating to the Contract.
  - 7.1.2 The Contractor shall provide a deputy to act on behalf of the Contract Manager as required.
- 7.2 Meetings
  - 7.2.1 The Contract Manager shall attend meetings as reasonably required by the Authority for the purposes of ensuring effective delivery of Services. These shall be face to face meetings held within the Bradford district.
  - 7.2.2 The Contract Manager shall attend monthly meetings in the Bradford District to review the Monthly Report and to set out (where applicable) the steps the Contractor will take in Good Faith to secure identified improvements to the Services.
- 7.3 Compliance with these requirements in paragraph 7 shall include the activities set out in Schedule 5 (Governance).

**8 Social Value**

- 8.1 The Contractor shall ensure that the Services provided through this contract offer added economic and social value for those working and living in the Bradford district.
- 8.2 The Contractor is required to understand and tailor their service to take account of the unique and distinct culture of the Bradford district.
- 8.3 The Contractor shall develop through partnership working an interface between key Bradford employers, both in the public and private sectors, to look to enhance the employment chances, potential and experiences of employees to the benefit of the Bradford district.

EVALUATION OUTCOME

DRAFT

**APPENDIX 3**

**KPIs**

<b>KPI Ref</b>	<b>DESCRIPTION OF KPI</b>	<b>MEASURED BY</b>	<b>REQUIRED STANDARD</b>	<b>CONSEQUENCE OF FAILURE</b>
1	All incoming calls answered by Contractor Staff within 6 rings.	ICT / telephony system	95% over a calendar month	10 service failure points
2	All telephone advice followed up with written confirmation of the advice provided by the end of the following Business Day.	Case Management System	95% over a calendar month	5 service failure points
3	Outbound responses as a result of advisers being busy or in response to an online question submission: response the same day (where the inbound call was received before 3pm) or by 10am the next Business Day (where the inbound call was received after 3pm), unless agreed otherwise by the Approved User.	Case Management System	95% measured over a calendar month	5 service failure points
4	Submission of the Monthly Report containing the required details within 5 Business Days of the end of the month to which it relates.	Receipt of relevant report within the specified timescale	100% each month	10 service failure points
5	Web content and advice updates within 2 Business Days of agreed change.	Visual check that Web Portal updated	100%	5 service failure points
6	The Web Portal shall have 99.5% availability during Core Business Hours and 99% outside Core Business Hours	ICT system	99.5%/99.0% ,measured over a calendar month	10 service failure points
7	The number of valid service quality complaints received	ICT system	Fewer than 10 a month	10 service failure points
8	The number of call/emails provided by the Contractor that comply with HR Documentation.	Case Management System	95% from a representative sample measured over a calendar month	10 service failure points

## NOTES

The obligation of the Contractor for Services to meet or exceed the KPIs specified above shall not apply:

- a) during scheduled downtime provided either
  - (i) such scheduled downtime occurs outside Core Business Hours and last no longer than 20 minutes; or
  - (ii) the Authority has received at least 48 hours prior notification;
- b) during any period of emergency downtime arising due to a requirement for urgent maintenance to address security or other significant issues immediately; or
- c) if any equipment or internet or telecoms connection not under the Contractor's control does not work or is unavailable; or
- d) if such failure results from a Force Majeure Event; or
- e) if the Authority does not comply with the Dependencies set out in Schedule 8 and the Minimum Technical Requirements set out in Schedule 9.

## SCORING MECHANISM

1. If KPIs 2, 6 and 8 accumulate 60 failure points over any six (6) consecutive months then this shall represent a material default under Clause 13.2 of the Contract. This shall apply for the Term of the Contract.
2. If the number of failure points accumulated over eighteen (18) months exceeds 300 then this shall represent a material default under Clause 13.2 of the Contract.
3. For years 3 and 4, if the number of failure points accumulated over any six (6) consecutive months exceeds 100 then this shall represent a material default under Clause 13.2 of the Contract.

Multiple service failure points shall not be generated from a single cause of failure. If a single cause (for example, a technology outage) causes multiple KPIs to be breached, only a single KPI attracting the highest number of service failure points shall be taken into account.



## **Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 12 September 2019**

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### **Subject:**

**Corporate Overview and Scrutiny Committee – Work Programme 2019/20**

### **Summary statement:**

**This report includes the Corporate Overview and Scrutiny Committee work programme for 2019/20.**

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Cllr Nazam Azam  
Chair – Corporate Overview and Scrutiny  
Committee

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

### **Portfolio:**

**Corporate  
Community Safety**

### **Overview & Scrutiny Area:**

**Corporate**

## **1. SUMMARY**

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2019/20, 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.

- 3.5 As agreed by members of Corporate Overview and Scrutiny Committee in 2018-19, this Committee will be undertaking two detailed Scrutiny Reviews this Municipal Year, relating to Hate Crime and Domestic Violence.

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

- 4.1 None.

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

5.1 None.

## **6. LEGAL APPRAISAL**

6.2 None.

## **7. OTHER IMPLICATIONS**

### **7.1 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.

## **7.8 IMPLICATIONS FOR CORPORATE PARENTING**

None.

## **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None.

## **9. OPTIONS**

9.1 The Committee may choose to add to or amend the proposed items to be included in the 2019-20 work programme for the committee.

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

## **10. RECOMMENDATIONS**

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

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

## **11. APPENDICES**

Appendix One – 2019-20 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

## **12. BACKGROUND DOCUMENTS**

Council Constitution.

2019-20 Corporate Overview and Scrutiny Committee Work Programme.

# Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda	Description	Report	Comments
<b>Wednesday, 10th July 2019 at City Hall, Bradford.</b>			
Chair's briefing 24/06/2019. Report deadline 27/06/2019.			
1) 2018-19 Annual Performance Outturn Report.		David Walmsley/Phil Witcherley/Laura Copley.	
2) Finance Position Statement for 2018-19.		Chris Chapman/Tom Caselton/Andrew Cross.	
3) First Quarter Financial Position Statement.		Chris Chapman/Tom Caselton/Andrew Cross.	
4) Draft 2019-20 Corporate Overview and Scrutiny Committee Work Programme.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt	
<b>Wednesday, 11th September 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
<b>Thursday, 12th September 2019 at City Hall, Bradford.</b>			
Chair's briefing 21/08/2019. Report deadline 29/08/2019.			
1) Gambling.	For the Council and partner organisations to take part in activities to raise awareness of problem gambling as part of the gambling week in November 2019 and to present the planned activities to the Committee. That representatives of from the gambling industry be invited to attend a future meeting of this Committee. Report to also focus on the treatment of services that are available across the District.	Tracey McLuckie/Ralph Saunders.	Corporate Overview and Scrutiny Committee recommendation from Thursday 21 March 2019.
	on all of the above.	Progress	

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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 12th September 2019 at City Hall, Bradford.</b>			
Chair's briefing 21/08/2019. Report deadline 29/08/2019.			
2) HR Plus Review.	Evaluation of the HR Plus contract.	Anne Lloyd.	Corporate Overview and Scrutiny recommendation from Wednesday 10 July 2019.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt	
<b>Thursday, 10th October 2019 at City Hall, Bradford.</b>			
Chair's briefing 17/09/2019. Report deadline 26/09/2019.			
1) Financial circumstances relating to Hanson School.	A full and detailed report dealing with the financial circumstances relating to the £4m deficit in Hanson School.	Marium Haque/Andrew Redding/Barry Scarr/Mark Douglas/Chris Chapman.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 April 2019.
2) Equality Objectives.	Progress being made against the delivery of the current Equality Objectives.	Kathryn Jones.	
3) Bradford Council Workforce Development Strategy 2015-2021.		Michelle Moverley/Chris Farquhar.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 October 2018.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 16th October 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information Gathering Session.	Mustansir Butt.	
<b>Thursday, 31st October 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
<b>Wednesday, 6th November 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	

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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 14th November 2019 at City Hall, Bradford.</b>			
Chair's briefing 23/10/2019. Report deadline 31/10/2019.			
1) Second Quarter Financial Position Statement.		Chris Chapman.	
2) Mid Year Performance Outturn.		Chris Chapman/Philip Witcherley.	
3) Bradford District Anti-Poverty Co-ordination Group.	Progress against the delivery plan.	Helen Johnston.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.
4) Council Tax.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.
5) Buisness Rates.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 15 November 2018.
6) Work Planning.	There is a need to regulary review the work programme, in order to prioritise and manage the work.	Mustansir Butt	
<b>Wednesday, 20th November 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information Gathering Session.	Mustansir Butt.	
<b>Wednesday, 4th December 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
<b>Thursday, 5th December 2019 at City Hall, Bradford.</b>			
Chair's briefing 13/11/2019. Report deadline 21/11/2019.			
1) The Covenant.		Ian Day/Helen Johnston.	Resolution from Council on Tuesday 16 July 2019.
2) Equality Objectives.	Engaging with members as part of the consultation process to re-design the Council's equality objectives. Also, to focus on the delivery of key outcomes.	Kathryn Jones.	Corporate Overview and Scrutiny Committee recommnedation from Thursday 13 December 2018.

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

<b>Agenda</b>	<b>Description</b>	<b>Report</b>	<b>Comments</b>
<b>Thursday, 5th December 2019 at City Hall, Bradford.</b>			
Chair's briefing 13/11/2019. Report deadline 21/11/2019.			
3) District Plan.	Delivery against key outcomes.	Philip Witsherley/Laura Copley/Kathryn Jones.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December 2018.
4) Safer Communities Plan Performance.		Ian Day/Rebecca Trueman.	
5) Stronger Communities Strategy.	Progress against the Strategy. To also focus on the outcomes of the projects being delivered as part of the programme. The report to also highlight the positive outcomes from "Test and Learn", so that work which has not been successful is not repeated.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December 2018.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 19th December 2019 at City Hall, Bradford.</b>			
1) Hate Crime Scrutiny Review.	Information gathering session.	Mustansir Butt.	
<b>Thursday, 16th January 2020 at City Hall, Bradford.</b>			
Chair's briefing 18/12/2019. Report deadline 02/01/2020.			
1) Industrial Services Group.	Report to focus specifically on the financial position of the Industrial Services Group.	Ben Middleton/Peter Keeley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 11 October 2018.
2) Brexit.	Update to also include a specific focus on the community cohesion issues across the District related to Brexit.	Philip Witscherley/Kevin Brain.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 February 2019.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Thursday, 6th February 2020 at City Hall, Bradford.</b>			
Chair's briefing 15/01/2020. Report deadline 23/01/2020.			
1) Third Quarter Financial Position Statement.		Chris Chapman/Tom Caselton.	
2) Period Poverty. Overview and Scrutiny	Report to focus on:  The causes of period and hygiene poverty; (2) Actions being taken to address period and hygiene poverty;  (3) The approaches being used with homeless people in tackling period and hygiene poverty.	(1)	Sarah Possingham. Corporate  Committee recommendation from Thursday 14 February 2019.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 12th March 2020 at City Hall, Bradford.</b>			
Chair's briefing 19/02/2020. Report deadline 27/02/2020.			
1) Prevent programme for the District.	Progress against the programme and the projects being delivered.	Ian Day/Michael Churley.	Corporate Overview and Scrutiny Committee recommendation from Thursday 21 March 2019.
2) People Can.	Progress to also include the social value of the People Can Programme. Concerns over the financing and resourcing of People Can and for officers to reconsider their approach of the financing and resourcing of People Can.	Ian Day/Mahmood Mohammed.	Corporate Overview and Scrutiny Committee recommendation from Thursday 21 March 2019.
3) Implementation of Universal Credit across the District.	To also focus on the impact of Universal Credit on the most vulnerable residents of the District and also include the impact on the Housing and Homelessness Service.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 February 2019.

## Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda	Description	Report	Comments
<b>Thursday, 12th March 2020 at City Hall, Bradford.</b> Chair's briefing 19/02/2020. Report deadline 27/02/2020. 4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Thursday, 9th April 2020 at City Hall, Bradford.</b> Chair's briefing 18/03/2020. Report deadline 26/03/2020. 1) Fourth Quarter Financial Position Statement.		Chris Chapman/Tom Caselton.	
2) Resolution Tracking.	Monitoring the progress made against the recommendation of Corporate Overview and Scrutiny Committee.	Mustansir Butt.	

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

## Corporate O&S Committee

Agenda item	Item description	Author	Comments
1 Financing for the regeneration on Godwin Street, Bradford, BD1 2SU, formerly occupied by the Odeon.	Report on options for the financing in respect of the project led by Bradford Live/The NEC.	Chris Chapman.	
2 Verbal update from Bradford Councils representative on the West Yorkshire 2018. Police and Crime Panel.		Cllr Richard Dunbar/Cllr Tariq Hussain/Cllr Russell Brown.	Corporate Overview and Scrutiny Committee recommendation from Thursday 13 September
3 LGA Peer Review. and Scrutiny Committee	Report to focus on the progress being made against the peer review recommendations. considered in March 2019, but wasn't, due to work prioritising.	Was due to be Copley.	Philip Witcherley/Laura Corporate Overview recommendation from Thursday 13 September 2019.
4 Impact of Social Value - outlining the Framework for Construction value of to Bradford residents arising from monies spent on £2m Procurements Contracts.	Ian Westlake/Duncan Farr. recommendation from Thursday 15 November 2018.		This is in relation to the £2m procurement contract relating to Consultants Corporate Overview and Scrutiny Committee related Professional Services and Principal
5 Hate Crime Scrutiny Review. Scrutiny Committee 2018.	Examining the effectiveness of Bradford Council and its partners in addressing hate crime across the District.		Mustansir Butt. Corporate Overview and recommendation from Thursday 13 December
6 Domestic Violence Scrutiny Review. domestic violence across 2018.	Mustansir Butt. the District.		Examining the effectiveness of Bradford Council and its partners in tackling Corporate Overview and Scrutiny Committee recommendation from Thursday 13 December
7 Discussion with the West Yorkshire Police and Crime Commissioner		Mark Burns-Williamson.	Corporate Overview and Scrutiny Committee recommendation from Thursday 14 March 2019.

regarding Safer Communities issues.

# Corporate O&S Committee

Agenda item	Item description	Author	Comments
8 Draft Digital Strategy.		David Cawthray.	
9 Draft IT Strategy.		Keith Hayes.	
10 Draft Procurement Strategy.		Ian Westlake.	
11 West Yorkshire Combined Services as an internal	Susan Betteridge/Joanne provider. The findings from the comprehensive review of West Yorkshire Joint Services be presented to this Committee prior to a final decision being ma	Report to focus on the viability of Bradford Council using West Yorkshire Joint Corporate Overview and Scrutiny Committee Hyde.	recommendation from Thursday 11 April
2019.			
12 Managing Attendnace Scrutiny Review.	Scrutiny Review findings and Recommendations.	Mustansir Butt.	
13 Operation and Future of Shearbridge Depot.		Ben Middleotn/Geoff Binnington.	Member request.

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