



## Department of Legal and Democratic Services

Members of Council

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Your Ref: AT/Council

Date: 10 October 2016

Dear Councillor

### MEETING OF COUNCIL – TUESDAY, 18 OCTOBER 2016

You are requested to attend the meeting of the Council to be held in the Council Chamber - City Hall, Bradford, City Hall, Bradford, on Tuesday, 18 October 2016 at 4.00 pm

The agenda for the meeting is set out overleaf.

Yours sincerely

City Solicitor

#### **Notes:**

- ◆ This agenda can be made available in Braille, large print or tape format.
- ◆ 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 at the meeting should be aware that they may be filmed or sound recorded.



The Council's Fire Bell and Evacuation Procedure requires people to leave the building in an orderly fashion by the nearest exit, should the fire alarm sound. No one will be allowed to stay or return until the building has been checked.

**Members are reminded that under the Members' Code of Conduct, they must register within 28 days any changes to their financial and other interests and notify the Monitoring Officer of any gift or hospitality received.**

## AGENDA

### A. PROCEDURAL ITEMS

#### 1. DISCLOSURES OF INTEREST

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

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

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

*Notes:*

- (1) *Members 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.*

#### 2. MINUTES

**Recommended –**



**That the minutes of the meeting held on 12 July 2016 be signed as a correct record (previously circulated).**

(Adrian Tumber – 01274 432435)

**3. APOLOGIES FOR ABSENCE**

**4. WRITTEN ANNOUNCEMENTS FROM THE LORD MAYOR  
(Standing Order 4)**

*(To be circulated before the meeting).*

**5. 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.

(Adrian Tumber - 01274 432435)

**B. BUSINESS ITEMS**

**6. PETITIONS (Standing Order 11)**

To consider up to five requests for the Council to receive petitions in accordance with Standing Orders.

**Ward**

- |       |  |                       |
|-------|--|-----------------------|
| (i)   | Traffic calming measures on Frizinghall Road, Bradford | <b><u>Heaton</u></b>  |
| (ii)  | Road safety on Netherlands Road, Bradford              | <b><u>Wibsey</u></b>  |
| (iii) | Holme Wood Library closure                             | <b><u>Tong</u></b>    |
| (iv)  | Proposed parking charges at St Ives                    | <b><u>Bingley</u></b> |

As the petition concerning proposed parking charges at St Ives contains more than 1500 signatures then in accordance with the Council's petitions scheme there will be a debate for up to 15 minutes on the petition. The Council will then decide how to respond to the petition.



Council may decide to take the action the petition requests, not to take the action requested for the reasons put forward in the debate, or to commission further investigation into the matter, for example by a relevant committee. Where the issue is one on which the Council's Executive is required to make the final decision, Council will decide whether to make recommendations to inform that decision.

If any further requests are received to receive petitions, in writing, by mid-day three working days before the meeting (Thursday), details will be circulated.

(Palbinder Sandhu – 01274 432269)

**7. PUBLIC QUESTION TIME (Standing Order 13)**

1 - 2

A question has been received from a member of the public and is contained in **Document "F"**.

(Palbinder Sandhu – 01274 432269)

**8. MEMBERSHIP OF COMMITTEES AND JOINT COMMITTEES (Standing Order 4)**

**Recommended -**

**That the appointment of the following non-voting co-opted members to the Children's Services Overview and Scrutiny Committee for the 2016/17 Municipal Year be confirmed:**

**Health Representative: Tina Wildy  
Teachers Secondary School Representative: Tom Bright  
Teachers Primary School Representative: Stephen Pickles  
Voluntary Sector Representative: Kerr Kennedy**

To consider any further motions (i) to appoint members to a Committee or a Joint Committee; or (ii) to appoint Chairs or Deputy Chairs of Committees (excluding Area Committees).

**9. REPORT BY THE LEADER OF COUNCIL**

A written report by the Leader of Council giving an update on key issues will be circulated before the start of the meeting. There shall be a period of up to 15 minutes during which any Member of Council may ask the Leader of the Council (or a Member of the Council nominated by the Leader) a question on any matter arising out of the written report.

**10. MEMBER QUESTION TIME (Standing Order 12)**

To deal with supplementary questions arising from the following questions of which written notice has been given.



Notes:

- (i) *Answers to written questions shall be circulated at the commencement of the meeting.*
- (ii) *The Lord Mayor will have regard to the list of questions and the political composition of the Council in calling on Members to put their supplementary question to the Leader of Council and Portfolio Holders.*
- (iii) *A period of up to 30 minutes shall be available for supplementary questions to Members of the Executive.*

**1. Councillor Dunbar**

What plans do we have to strengthen mental health provision locally, given that the Government doesn't take the issue seriously with mental health trusts subjected to cuts of £600m and almost 5,000 fewer specialist psychiatry nurses since 2010?

**2. Councillor Pennington**

In light of the endless sound of blue light sirens in the City Centre, rightly or wrongly giving visitors the impression of a City gripped by lawlessness, would the Leader of the Council consider bringing pressure to bear on the services in question, for a more discreet approach where possible?

**3. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Health and Social Care - Many elderly people and people with a disability in receipt of Direct Payments to employ a carer are having to pay pension contributions for the carer. Could the Portfolio Holder tell us if this is an issue in Bradford and what steps are they taking to support people who find themselves in this position?

**4. Councillor Hawkesworth**

How close is the long intended ambition for Bingley music live to be self funding and what has the subsidy been from the council for past 3 years?

**5. Councillor Warburton**

Does the portfolio holder welcome the Government's U-turn on parent-governors given the Education Secretary's announcement that the role won't be scrapped after all?



6. **Councillor Bacon**

Seventeen care workers in London have launched legal action against care company Sevacare, alleging it paid them less than half the minimum wage. Can the portfolio holder confirm if Sevacare has any contracts in Bradford?

7. **Councillor Ellis**

Would the Leader of the Council please enlighten members as to why the Council appears to remain bereft of a Flood Strategy, when her colleague proudly waved around a document purporting to be one, in full Council some time ago now?

8. **Councillor Nazir**

Can the portfolio holder tell us what's happening with the One City Park development at the former Tyrls police station site?

9. **Councillor Wainwright**

Can the portfolio holder give an update on any planned highways infrastructure projects in Bradford District using West Yorkshire Combined Authority funds?

10. **Councillor Brown**

Can the Leader of the Council confirm whether she is aware of any increase in car collisions, due to roadside vegetation obscuring road signs?

11. **Councillor Jamil**

Can the portfolio holder provide figures on the percentage of Bradford District schools rated Good or better by Ofsted. Please include a breakdown of primary and secondary, and also local authority maintained and academy/free schools?

12. **Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Environment, Sport & Sustainability - Could the Portfolio Holder tell us the steps they are taking to remove the thousands of unwanted brown bins from across the District?



13. **Councillor Berry**

Can the portfolio holder outline the impact of government proposals to change early years funding on Bradford's highly regarded nursery schools?

14. **Councillor Whiteley**

What percentage of known drug addicts have children living with them in Bradford compared to the national figure?

15. **Councillor Jamil**

Will the portfolio holder tell us about the alternate weekly bin collections pilot and what are her plans for rolling it out across the District?

16. **Councillor Warburton**

Does the Leader welcome the independent auditor's positive report on the Council's financial planning and governance?

17. **Councillor Pennington**

In light of HS3 potentially passing through the Bradford District, much to the benefit of the local economy and job prospects for local residents, would the Leader of the Council consider it appropriate to halt any further preliminary works relating to the proposed City Centre Swimming Pool, as its location is that most likely to be approved for an electrified high speed rail connection?

18. **Councillor Malcolm Slater**

In light of the flooding last winter, what checks do we do on gullies in areas of high flood risk?

19. **Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Environment, Sport & Sustainability - Kirklees Council has been criticised for requiring householders to register their vehicles online before they can take their rubbish to the tip. Could the Portfolio Holder advise us if they are planning to do the same in Bradford?

20. **Councillor Ellis**

Would the Leader of the Council confirm that the proposed methods for the collection of recyclable waste conforms with the government's desire to reduce the cross contamination of recyclables, which currently results in much of it being left unfit for recycling, thus



undermining the efforts of local residents and causing huge amounts of recyclables being disposed of via environmentally unfriendly methods?

**21. Councillor Whiteley**

How many requests were made to this Council for help with adult social care in the last two years? Please provide the Numbers by ward and indicate how many of these applications resulted in help paid for by the council how many led to self funded care?

**22. Councillor Fear**

To ask the Leader of Council - Following the Boxing Day floods, how much money was the Council given to allocate to domestic properties under the flood resilience grant? How much of this was allocated?

**23. Councillor Hawkesworth**

What is the budget for events in centre of the city for 2016-2017?

**24. Councillor Ali**

Could the Portfolio Holder for Environment, Sport & Culture provide details of the revenue generated by the introduction of bulky waste collection fees and also fines for fly tipping and the increased cost of removing fly tipping, during the same period, broken down monthly, since the introduction of the charges?

**25. Councillor Dale Smith**

Can the Leader of Council tell us how, when and at what cost the steps leading to Margaret Macmillan Towers will be made safer for disabled people?

**26. Councillor Poulsen**

Can the Portfolio Holder update me on the current length of time to action gully cleaning requests and how many are currently awaiting action per ward?

**27. Councillor Fear**

To ask the Leader of Council - Following the Boxing Day floods, how much money was the Council given to allocate to commercial properties under the flood resilience grant? How much of this was allocated?

**28. Councillor Pennington**

In light of the recent interruption in the City Hall refurbishment works, could the Leader of the Council confirm whether the problem resulted





in any additional cost to the Council?

**29. Councillor Whiteley**

Now that the Inspector has agreed that a large number of houses can be built between Addingham and Menston , what plans does this Council have to ring fence Council owned land at Ben Rhydding for educational purposes as there is no other suitable land on which to build a new secondary school on when one is needed?

**30. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Education, Skills and Culture - The Education Secretary has announced six areas, identified as the most challenged when it comes to social mobility, will have access to funding to address the biggest challenges they face. Can the Portfolio Holder tell us what steps he took to have Bradford included on the list of Opportunity Areas?

**31. Councillor Poulsen**

Can the Portfolio Holder advise colleagues as to what work has been carried out by the Council to make repairs at the Mill Hey bridge in Haworth following the Boxing Day?

**32. Councillor Davies**

Would the Portfolio Holder for Childrens' Services agree with me, that before publicly declaring 19 school sixth forms to be "unviable" based simply on the fact they have fewer than 250 pupils, wouldn't it have been wiser and more helpful to look at the reasons why pupils choose to go to these sixth forms, the results achieved and the schools' plans for the future?

**33. Councillor Naylor**

Could the Leader provide a progress report on the Odeon together with any future deadlines that need to be met?

**34. Councillor Whiteley**

Given that recent reports in the Telegraph and Argus state that ambulance response times are inadequate in the district and particularly in rural areas can the portfolio holder confirm what training is given to those areas provided with defibrillators and are how often have these been used compared with the number of reported emergencies?



35. **Councillor Cooke**

Cllr Imran Khan sensationally claimed in the T&A in August that *“the cost of schools becoming academies has the potential to bankrupt Bradford Council”* – could he advise us how much money the Council has spent so far on writing off deficits associated with sponsored academy conversions?

36. **Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Health and Social Care - Can the Portfolio Holder advise us, for each of the last five years, what are the minimum, maximum and average waiting times that a young person has to wait to access the Child and Adolescent Mental Health Service?

37. **Councillor Whiteley**

Would the Leader of the Council agree that Council School Transport Policies should be transparent and devised and implemented in a manner which does not discriminate against children from any part of the Bradford District and allows parents to make school places choices, which are appropriately informed regarding the Council’s school transport policies?

38. **Councillor Brown**

Does the relevant department have a maintenance schedule for clearing overgrown snickets?

39. **Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Environment, Sport & Sustainability - Could the Portfolio Holder tell us the total amount of domestic waste being collected from households for each of the last 5 years?

**11. RECOMMENDATIONS FROM THE EXECUTIVE AND COMMITTEES (Standing Order 15)**

**11.1 RECOMMENDATION FROM THE EXECUTIVE - MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2019/20 AND BEYOND INCORPORATING THE EFFICIENCY PLAN** 3 - 46

At the meeting of the Executive on 19 July 2016 consideration was given to the report of the Director of Finance (**Executive Document “H”**) focusing on the Medium Term Financial Strategy which sets out the approaches and principles the Council will follow to ensure that the Council remains financially viable and delivers on its priorities in response to the forecasted public sector funding reductions as a result of the on-going austerity measures imposed by the Government’s spending plans. It was,

Resolved –

- (1) That Executive consider the Medium Term Financial Strategy as an



assessment of the Council's financial outlook to 2019/20 and beyond, and a framework for it to remain financially viable and deliver sustainable public services in line with its priorities using the principles contained in the Efficiency Plan (Annex D) of Document "H".

- (2) **That it be recommended that the updated and revised Medium Term Financial Strategy at Appendix 1 of Document "H" be forwarded to Council for approval.**
- (3) That, subject to Council approval, authority be delegated to the Chief Executive, in consultation with the Leader, to apply to take up the multi-year settlement supported by the Efficiency Plan at Annex D to Document "H" based on their assessment of whether this will be in the best interests of the Council.

(Tom Caselton - 01274 434472)

## 11.2 RECOMMENDATION FROM THE EXECUTIVE - CORPORATE PLAN 2016/20 47 - 86

At the meeting of the Executive on 20 September 2016 the Chief Executive presented the new Council Plan 2016/2020, providing background on its development and the next steps in ensuring its delivery. The new Council Plan 2016/20 is attached to **Document "G"**.

**Recommended -**

**That the Council Plan 2016/2020 be adopted.**

(Sam Plum - 01274 432682)

## 11.3 RECOMMENDATION FROM THE EXECUTIVE - LOCAL PLAN CORE STRATEGY

The Council is in the process of preparing a new Local Plan which will replace the current statutory development plan for Bradford District (the Replacement Unitary Development Plan) which was adopted in 2005.

The first of the Local Plan documents is the Core Strategy which sets out the strategic approach to managing development and change to 2030. It was submitted for Examination in December 2014 with Hearings held in March 2015. Proposed modifications were published in November 2015 and resumed hearings held in May 2016.

The Council has now received the Inspector's final Report and recommendations. The Inspector has considered all the matters before him including the plan, the evidence underpinning it, and the objections and representations made and the published modifications. In his report he concludes that the Plan can be considered to be legally compliant and sound, providing a limited set of Main Modifications are made to the plan, as submitted.

At the meeting of the Executive on 11 October 2016 the report of the Strategic Director Regeneration (**Executive Document "Z"**) will be considered and it is recommended that the Executive notes the contents of the Inspector's report and seeks authority to proceed to Full Council to request the legal adoption of the modified Core Strategy in line with the Inspector's recommendation.



Following the meeting of the Executive its recommendation will be published and circulated to Members of Council.

(Andrew Marshall - 01274 434050)

**11.4 RECOMMENDATION FROM THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - ANNUAL REPORT FOR OVERVIEW AND SCRUTINY 2015/16** 87 - 102

At the meeting of the Corporate Overview and Scrutiny Committee on 7 September 2016 the report of the Chair of the Committee (**Corporate Overview and Scrutiny Committee Document "N"**) presented the draft Annual Overview and Scrutiny report 2015/16 for consideration and adoption.

**Recommended –**

**That the Annual Overview and Scrutiny Report for 2015/16 be considered and adopted.**

(Mustansir Butt - 01274 432574)

**12. NOTICES OF MOTION (Standing Order 17)**

To consider the attached motions of which notice has been given.

**12.1 MOTION - UNACCOMPANIED ASYLUM SEEKING CHILDREN**

To be moved by Councillor Jeanette Sunderland  
Seconded by Councillor Fear

This Council welcomes the action being taken by the Government to identify and reunite unaccompanied refugee families with their families in the UK.

This Council and the District welcomes the anticipated arrival of ten unaccompanied asylum children without a family awaiting dispersal to Bradford from the Reception Centre in Kent before Christmas.

This Council believes that by reuniting children safely and legally with their families, the UK can protect children from harm.

This Council therefore requests that the Chief Executive write to the Home Secretary to urge her to;

1. Speed up the existing family reunion procedures so that children with a legal right to be with their families can be reunited.

2. Widen the family reunion rules to allow children to be reunited with their extended family in the United Kingdom.

This Council also recognises that there are still many vulnerable children alone in the camps and request specifically that the Home Secretary;

3. Urgently speeds up the process of dispersal of unaccompanied orphaned children to safety in the UK directly from the camps such as those in France and Jordan.



## 12.2 MOTION - VAPING AND SMOKING CESSATION

To be moved by Councillor Cooke  
Seconded by Councillor Whiteley

Council notes:

- The continuing harm to health caused by smoking and welcomes the continuing reduction in smoking rates in Bradford  
That Public Health England(PHE) and the Royal College of Physicians (RCP) have endorsed research showing vaping to be “at least 95% safer than smoking”  
That there is no evidence of any health risk from ‘passive’ vaping  
The decisions of councils such as Leicester and Bristol to support vaping as a smoking cessation method
5. Bradford’s endorsement and support for this year’s ‘Stoptober’ campaign

Given the success of vaping as one route to stopping smoking and the success of ‘Stoptober’, Council requests:

1. That the Director of Public Health, in consultation with the Director of Human Resources and appropriate Strategic Directors, undertakes a review of policies that treat vaping and smoking in the same manner with a view to allowing vaping within more office and public spaces.
2. That trade unions, councillors and health partners are consulted as part of this review
3. That the review is conducted on the basis of PHE and RCP support for vaping as a viable route to stopping smoking recognising that there is no risk to non-smokers/vapers from exposure to e-cigarette vapour
4. That Public Health officers consult with and involve advocates of vaping as a smoking cessation method such as the New Nicotine Alliance in the development of appropriate policies.

## 12.3 MOTION - SAFER DRIVING

To be moved by Councillor Dale Smith  
Seconded by Councillor Ellis

Council notes the Telegraph and Argus campaign for safer, more responsible driving across the district.

Council resolves:

To endorse the T&A in its campaign

To support West Yorkshire Police in their vigorous implementation of the law.

## 12.4 MOTION - KEEPING THE BRADFORD DISTRICT TOGETHER

To be moved by Councillor Hinchcliffe  
Seconded by Councillor Warburton



This Council notes that:

- The proposed changes to parliamentary constituencies will reduce the number of MPs from 650 to 600.
- The number of MPs representing wholly Bradford District constituencies would be reduced from five to four with the loss of Bradford South.

This Council rejects the proposals because:

- They would weaken the Bradford District's representation in parliament.
- Bradford is a young and growing city. Its political and social needs are not reducing.
- They carve up the Bradford District leaving it with splintered political representation not reflecting local communities. We want to keep the Bradford District together as a stronger and louder voice for its citizens regionally and nationally.
- They are based on outdated and incomplete voter data, leaving hundreds of thousands of people disenfranchised.
- Unregistered but eligible voters, entitled to their MP's support, are not accounted for.
- The proposals completely ignore the importance of place and identity.
- Constituency MPs hold the government of the day to account. Reducing the number of MPs in proportion to the size of decision-making government weakens parliament's ability to fulfil its role on behalf of the people.

This Council requests that:

The Chief Executive writes to the Boundary Commission to express this Council's concerns and formal objection to the proposals.

## **12.5 MOTION - TRUTH AND JUSTICE FOR ORGREAVE**

To be moved by Councillor Dunbar  
Seconded by Councillor Engel

This Council notes that:

- The Battle of Orgreave was a violent confrontation between police and striking miners on 18 June 1984, at the start of the Thatcher government's clashes with miners who were taking



industrial action in defence of their jobs and industry.

- Ex-miners, their families and campaigners have waited almost two-and-a-half years for the Independent Police Complaints Commission (IPCC) to complete its “scoping exercise” into whether the actions of the police that day should be subjected to an investigation. The IPCC report conceded that “the unwillingness to disclose evidence of wrongdoing by officers does raise doubts about the ethical standards of officers in the highest ranks of the South Yorkshire Police at the time”.
- The Home Office subsequently released the following statement: “The Home Secretary will consider any request she receives to set up a public inquiry into Orgreave.”
- The Home Office received a legal submission from the Orgreave Truth and Justice Campaign on 15 December 2015 but is yet to respond or agree to another meeting.
- The issue of Orgreave is of local and national importance to the public, as the style of policing undertaken was in our names. A full investigation into the military style policing used on that day is now long overdue and only a full public inquiry can fully investigate it.

This Council resolves to:

- Write to the Home Secretary, Amber Rudd, to request a full public inquiry into the deployment and actions of police on 18 June 1984 and ask her to take part in meaningful discussions with the Orgreave Trust and Justice Campaign, the National Union of Miners and concerned MPs.

## **12.6 MOTION - CONGRATULATIONS TO BRADFORD DISTRICT'S OLYMPIANS AND PARALYMPIANS**

To be moved by Councillor Abid Hussain

Seconded by Councillor Ferriby

This Council notes that:

- Several competitors in this year’s Olympics and Paralympics live, train or were educated in the Bradford District, including: Alistair and Jonny Brownlee (triathlon); Rebekah Tiler (weightlifting); Muhammad Ali (boxing); Gordon Benson (triathlon); Nicola Adams (boxing); and Coral Batey (wheelchair rugby).



- Elite athletes are positive role models for our young people.
- Sport plays a crucial role for the Bradford District by: improving health and quality of life; raising aspirations; increasing life chances; supporting academic achievement; enhancing community cohesion.

This Council requests:

The Chief Executive or Strategic Director for Environment and Sport writes to the Bradford District Olympians and Paralympians to congratulate them on their outstanding achievements and thank them for their significant contribution.

**12.7 MOTION - EDUCATION PRIORITIES IN THE BRADFORD DISTRICT**  
To be moved by Councillor Imran Khan  
Seconded by Councillor Jamil

This Council notes that:

- The Conservative government is planning to remove the ban on new Grammar schools which was introduced by the Labour government in 1997.

This Council:

- Supports high-quality comprehensive state education for all regardless of background or ability.
- Notes that the two-tier system of selective education does not support raising standards for the majority.
- Notes that the government's obsession with school structures is a distraction from the country's real and urgent education challenges. The government has just announced a multimillion-pound cut in funding for early years education which will impact nurseries in Bradford District much more severely than wealthier areas.

We resolve to:

- Oppose the reintroduction of academic selection.
- Continue to focus on our Ofsted-endorsed action plan to improve education in the District.
- Work with the Regional Schools Commissioner to source and support good and outstanding education providers in our District.

Fight for a better settlement for Bradford District schools.





### 13. FLOODING SCRUTINY REVIEW

103 -  
124

In accordance with the resolutions of Council made at its meeting held on 18 January 2016 the Corporate Overview and Scrutiny Committee has undertaken a scrutiny review of flooding. At its meeting on 29 September 2016 the Committee resolved:

- (1) That the findings and recommendations contained within the draft Flooding Scrutiny Review Report be adopted subject to the inclusion of the following additional recommendations:
  - (i) That progress against the Flooding Resilience Action Plan be presented to this Committee in 6 months time.
  - (ii) That further information be provided to Members on the flood related work that has been completed to date.
  - (iii) That the Resilience Plan be developed in assisting those affected by floods, in conjunction with our partners.
  - (iv) That there be dedicated officer support to assist vulnerable people both during and after flooding events.
  - (v) That the Council explores the viability of implementing a dedicated flood line number.
  - (vi) That there be more focused and pro-active communication to residents in flood affected areas.
  - (vii) That a list of key contacts points be developed for residents, specifically with regards to links to insurance companies, utility providers and the building trade.
  - (viii) That the Council maintains a regular programme of cleaning culverts and drains in flood affected areas.
  - (ix) That progress against the officer debrief recommendations be presented to this Committee in 6 months.
- (2) **The Flooding Scrutiny Review Report be submitted to Council for consideration.**

The Flooding Scrutiny Review report is submitted for Council to consider **(Document "I")**.



(Mustansir Butt - 01274 432574)

**14. FOOD SAFETY IN THE BRADFORD DISTRICT** 125 -  
164

The Council is required by the Food Standards Agency to have a documented and approved Food Safety Service Plan in place. The report of the Director of Public Health (**Document "J"**) seeks approval of the Plan.

**Recommended –**

**That the Food Safety Service Plan be approved.**

(Ruth Lees – 01274

431349)

**15. PROPOSED AMENDMENTS TO THE COUNCIL'S CONSTITUTION -** 165 -  
**DESIGNATION OF THE POST OF STRATEGIC DIRECTOR** 172  
**CORPORATE SERVICES AS THE COUNCIL'S SECTION 151**  
**OFFICER/CHIEF FINANCIAL OFFICER**

At the meeting of the Executive on 20 September 2016, the Executive approved a new senior management structure for the Council.

The report of the City Solicitor (**Document "K"**) recommends amendments to the Council's Constitution to reflect the altered responsibilities and delegated powers. This report also recommends that the Council designates the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer.

**Recommended –**

- (1) That Council adopts the proposed amendments to the Constitution as set out in paragraph 3.1 of the report.
- (2) **That the City Solicitor ensures that any agreed amendments are implemented when appointments are made to the new posts as detailed in paragraph 2.3 of the report.**
- (3) **That the City Solicitor be granted delegated authority to make consequential amendments to the Constitution as a result of any recommendations approved by full Council.**
- (4) **That Council designates the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer such designation to take effect when an appointment to the post of Strategic Director Corporate Services is made.**

(Mandy Hill – 01274

432214)



**16. SALARY PACKAGES FOR THE TWO NEW STRATEGIC DIRECTOR POSTS IN THE NEW SENIOR MANAGEMENT RESTRUCTURE** 173 - 188

Following the meeting of the Executive held on 20 September 2016 which approved a new senior management restructure the report of the Chief Executive (**Document “L”**) asks Council to approve the salary packages for the new posts of Strategic Director Place and Strategic Director Corporate Services in accordance with Article 4 of the Council’s Constitution and Section 7 of the Council’s Pay Policy Statement 2016/17.

**Recommended –**

**That Council approves the salary packages for the posts of Strategic Director Place and Strategic Director Corporate Services as detailed in paragraph 2.10 of this report.**

(Michelle Moverley – 01274

437883)

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



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## H

### REPORT OF THE LEADER OF COUNCIL

18 October 2016

#### **West Yorkshire Combined Authority**

I continue to work closely with fellow Council leaders and build up relationships to benefit our District, both individually and as part of the Combined Authority.

The most recent Combined Authority meeting agenda included items on Business Rates Retention. Leaders expressed concern about the Government's intention to add huge financial burdens to local authorities using the passporting of 100% of business rates income as a justification. There is talk of Government asking local authorities to cover the whole of the Public Health budget, as well as benefits like Attendance Allowance. Neither of these are linked to economic growth. A consultation response has been submitted to Government and we await their revised thinking on the subject.

As Investment Chair of West Yorkshire I proposed the approval of 10 projects across West Yorkshire to go to the next level of delivery. This included approval for a £4.8 million grant for One City Park with conditions. It also included approval for a full business case to be developed for New Bolton Woods which may require a £3.6 million grant.

#### **Inclusive Growth**

The Interim Report of the Inclusive Growth Commission is out. Bradford is on the Board of the Key Cities network which is supporting this important research by the RSA. The Commission team spent two days in Bradford in order to understand the ways in which a wider number of people can benefit from growth.

They found that while there is a lot of wealth in Bradford, there is also a lot of deprivation, and several years of austerity and changes to welfare and benefits are obviously having a real impact on people. They concluded that education, skills and infrastructure will all be key to ensuring that Bradford's growth can become more inclusive. I'm sure these conclusions chime with most Council members however having an external reviewer with national profile concluding the same is helpful.

Theresa May's Government has tried to differentiate itself from the previous administration by declaring that this time, it wants growth to be felt more evenly across the nation. We are still waiting to see whether the policies will match the rhetoric however the intentions behind inclusive growth are unarguably the right ones and a key priority for cities like Bradford. Recently I attended a Roundtable with

leaders of other major cities and the Commission Chair, Stephanie Flanders, where I talked about the need for action to support our young people to reach their potential in order for our city to thrive. The interim report was published on 22<sup>nd</sup> September and I look forward to seeing the full report next year.

### **New Consul General of Pakistan**

I have enjoyed a positive meeting with the new Consul General of Pakistan. Mr Ahmed Amjad Ali is keen to get involved in the full life of the city. He has previously distinguished himself in postings to Bangkok, Frankfurt and Kuwait as well as serving at the UN. He has an MA from Durham University and is a former naval officer. We are lucky in Bradford to have one of only four Pakistani Consul Generals in the UK. I am delighted to be able to welcome him to the City and look forward to working with him.

### **Asad Khan**

No one can fail to have been moved by the tragic death of Asad Khan, the 11 year old boy who took his own life. There has been an outpouring of grief, not just by his own family and friends but by the whole of Bradford. From everything we have heard and learned of him he was a lovely intelligent boy. Our hearts go out to his family. The Council is committed to supporting Asad's family, the school and the community through this terribly difficult time.

## **QUESTIONS TO THE LEADER**

### **Councillor Cooke**

Thank you for the report. I note that you refer to the tragic death of Asad Khan, and I do not want to dwell on the issue, but many Members will be aware that this was the second seeming child suicide that occurred always associated with my ward in the period of the summer and into the first part of the school holidays. Whilst I do not want to dwell on any details, because I do not think that is appropriate here, I would just like to ask that the Council pay some attention to the issue of not just a child death, any death is tragic, but child suicides are particularly tragic and we just take a look at the issues surrounding it and what actions and support can we try to minimise this effect because it is really tragic but it is something that I think we should be concerned about.

### **Councillor Hinchcliffe**

I was not going to mention the other case. Obviously we are aware of it but I did not want to highlight it. You are right, it is something that concerns us. Anybody who has seen the grief there of those parents cannot fail to be concerned for children with mental health and suicide is a terrible thing to happen to anybody let alone a child. I think obviously the death itself will be looked at by the Child Death Panel as is appropriate. I think there is a legitimate inquiry to do on whether we should take specific action on child suicides and with that in mind I think it may be appropriate for a children scrutiny to have a look at it. It is something that has been reported in other local authorities. Sadly it is not a unique event and therefore we all need to be mindful of anything we can do to prevent this kind of tragedy happening in anybody else's family. It is obviously something that parents can never get over and obviously from a community point of view it has been tremendously upsetting so anything we can do to prevent further deaths I will be very willing to contemplate.

### **Councillor Jeanette Sunderland**

Your report, it is a bit of an odd beast, but thank you for it anyway. I am really glad that you have been talking to leaders of other major cities about the need for action to support young people to reach their potential in order for our cities to thrive and with that in mind I wonder if you would care to comment about the unsuccessful bid to hold the Great Exhibition of the North which I am sure is just a mere oversight from your report.

### **Councillor Hinchcliffe**

You are right, it is not in the report but I can comment on it. Obviously we are very disappointed not to get the Great Exhibition bid. It is something that we were all battling for and I have to say thank you to the people of Bradford district as well who also battled for us in that campaign. We have got loads of social media hits, we came top in that poll so I think we put a really good show on to the nation. I think it

has done us a lot of favours in the future. So we raised the profile of Bradford, we showed the level of our ambition, we showed what we can achieve and I think we have made a lot of friends out there and therefore we are not bowed by this decision, in fact I am invigorated by it. I am going to see the Chairman of the Arts Council tomorrow, actually the Chief Executive of the Arts Council tomorrow, and I will again be telling him what a great cultural landscape we have in Bradford and how it needs more investment. So we keep going and also I have to say I have already written to the Newcastle Leader and said be happy to co-operate with them of course as obviously the Great Exhibition is for the whole of the North, not just for one city, and that was our own pitch as well, it is for other cities, it wasn't just for Bradford. We expect to fully play a big part of that in the future and therefore yes happy to comment. Thank you.

### **Councillor Rickard**

One of the bits that were missing was the announcement last week that the 2019 world cycling championships would be hosted within Yorkshire. I am particularly inspired by this being a cyclist but also because tourism is the big growth opportunity for us in Bradford. Do you agree that this is a great opportunity for us to put in another application, another bid, to host the hub here in Bradford district so that we can take advantage of this huge economic opportunity? By the way the Tour de France in 2014 brought in a £100m. This is a chance to bring in twice as much as that. It is a larger event entirely so a huge chance to really stimulate not only tourism but Bradford district itself. Do you agree that is an opportunity and secondly what lessons have you learned from the recent application for the Great North Exhibition that you can put to that application?

### **Councillor Hinchcliffe**

We are going a bit off piste here. I am not sure this is really in the report. Obviously welcome any investment into Yorkshire. It is a huge amount of money. Gary Verity hats off to him really I have to say for the amount of influence he has with the Government and what he can draw down and how he champions the region. Obviously we would be happy to talk to Gary Verity but it is early days. He is in Qatar at the moment. He was meant to be at an event I did at the weekend in Bingley, he was meant to be in Bingley, he wasn't there, so it is early days, too early to comment I am afraid. The Great Exhibition - what did we learn from that? I think we learned that to get shortlisted was great and I think we had a very good pitch team together so we need to be confident in our pitching and make sure we sell ourselves well to the outside world and to the Government so for me it was a matter of making sure the right team together pitched well and sold ourselves well and all partners in the district working together as well. The University was really a strong part of that bid, National Medium Museum really strong part of that and, of course, they all want to make whatever comes next a success so we will still be part of that. So partnership working and a jolly good pitch team.



**COUNCIL**  
**18 October 2016**

**MEMBER QUESTION TIME**

Questions submitted in accordance with Standing Order 12

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**1. Councillor Dunbar**

What plans do we have to strengthen mental health provision locally, given that the Government doesn't take the issue seriously with mental health trusts subjected to cuts of £600m and almost 5,000 fewer specialist psychiatry nurses since 2010?

**Answer**

Bradford Mental Health services are working together in an integrated way to try and strengthen services and mitigate the effects of the financial pressures that we are all subject to. Locally the following issues are being developed to strengthen MH services:

- Bradford has used the national initiative the 'Crisis Care Concordat' to bring all agencies together to agree an integrated approach to improving crisis services across the NHS, Council and Police. This has been recognised as one of the most successful projects nationally and we now have a co-ordinated 'whole system approach' with developments such as health and social care staff in the police station, 2 new crisis support centres in the Voluntary Sector and an integrated crisis response team operating 24hrs.
- Bradford is developing a comprehensive and integrated mental health strategy, due to be completed in November 2016. This is designed to implement the national Five Year Forward view from the NHS and the expectations of the Care Act. It covers all providers and commissioners and develops a strategy for issues such as physical and mental health, perinatal mental health, personalised care and support, crisis services and community services.
- Bradford health and social care community has been a key part of an application for West Yorkshire to be a 'Vanguard' site for urgent and emergency care, with mental health being a vital part of this. This has led to some extra funding for projects such as a safe space for young people in MH crisis, the 'Sanctuary' out of hours crisis centre and the 'Haven' a daytime community project for people in crisis or in A and E.
- Bradford has had particular success with our MH employment support services recently and we are looking at how to continue with this over the next few years.
- Our next project is to review and redevelop our community mental health services. These are integrated health and social care teams.

As you can see, Bradford is making a great deal of effort to reduce the effects of any reduction in funding by imaginative integrated development of services. As an example, we have worked together to reduce the number of people in acute care hospitals, especially those private or out of area. This has led to a reduction in expenditure for the MH Trust. The local authority has led on a project to place more people in supported accommodation rather than institutional care, leading to better outcomes and reduced costs.

### **Supplementary Question**

Thanks to the Portfolio Holder for the answer. I think it is right to say that we should celebrate the work that is done around the Crisis Care Concordat the soon to be published integrated mental health strategy and the work with the voluntary sector and particularly one event that was held in this Chamber a few months ago around young people and mental health which the Lord Mayor hosted. My question to the Portfolio Holder is despite this Government's clear lack of regard for mental health services and investment into that service how much are we actually struggling as a result of that lack of investment?

### **Councillor Val Slater**

Thank you Councillor Dunbar. I think the Government are failing. They are not facing up to the real issues across the whole of the health and social care sector. There are simply not enough money and funding and this particularly applies to mental health which is why I am pleased to tell everybody that the Crisis Concordat that Richard mentioned and is mentioned in the actual report, we have just won a very prestigious award at the National Positive Practice Awards and it is actually showing what we can do in Bradford when we are forced into that position. All I can say is we are doing really brilliant work but think about what we could achieve if we only had the right level of funding.

### **2. Councillor Pennington**

In light of the endless sound of blue light sirens in the City Centre, rightly or wrongly giving visitors the impression of a City gripped by lawlessness, would the Leader of the Council consider bringing pressure to bear on the services in question, for a more discreet approach where possible?

### **Answer**

Auxiliary warning systems (lights and sirens) are used by police, fire and ambulance service drivers to provide an enhanced warning to other road users when responding to emergency calls. The sole purpose of this equipment is to maximise the safety of the public, other road users and the officers in the vehicle.

The decision to use lights and sirens lies with the officer in question, who is ultimately responsible for ensuring the safety of the public. Part of the training for officers does cause them to consider environmental factors when responding to incidents, including the use of sirens in residential areas during the hours of darkness. However safety is always the number one priority and we support the emergency services in carrying out their duties effectively. As a District we must be focused on the root causes of crime and other emergencies which our public services respond to.

### **Supplementary Question**

It already seems calmer. Job done.

### **Councillor Hinchcliffe**

To be quite honest I did not think you would go for a supplementary on this. I thought you had suffered enough. Obviously we have to back our emergency services. I have not noticed a massive difference. They will use their sirens when they need to use them. I for one will not intervene in that. Thank you Councillor Pennington.

### **3. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Health and Social Care - Many elderly people and people with a disability in receipt of Direct Payments to employ a carer are having to pay pension contributions for the carer. Could the Portfolio Holder tell us if this is an issue in Bradford and what steps are they taking to support people who find themselves in this position?

#### **Answer**

For Direct Payment recipients in the Bradford District who are legally required as part of the Pensions Act 2008 to pay pension contributions to their carer(s), the minimum cost is met through the Direct Payment, as with other employer contributions, and not through the person's own funds.

All Direct Payment recipients were contacted in summer 2015 and provided with information about the Pension regulations and their responsibilities as employers. This letter was accompanied by a fact sheet giving additional information to Direct Payment recipients about support available to them to understand and manage the requirements. This information is also provided to new DP recipients. Prior to this Bradford Council staff worked closely with the Pension Regulator, payroll companies and other local authorities to ensure that the roll out of the regulations and information available to Direct Payment recipients was correct, clear and easy to understand.

The payroll company that provides support to the majority of Bradford's DP recipients has approximately 15 DP clients for whom they are administering the pensions for their paid carers. In addition they are registering approximately 3-4 clients a month as their staging dates for employer enrolment arises.

#### **Supplementary Question**

Supplementary is first of all that I am glad to hear that the steps are being taken to support people who now find themselves in a position of employing somebody and having to pay a pension and it is good news because an awful lot of authorities are not doing it. There was a gremlin in the system somewhere because I did actually ask how many people and so I do not expect you to have that one on the top of your head. If you want to just email me afterwards that is fine. Thank you.

#### **Councillor Val Slater**

You are right Councillor Sunderland. I do not have the number on the top of my head. It does mention in the report somewhere that three to four clients are being helped. One of the things that we are looking at to try and help because it must be confusing for people on direct payments to suddenly have to face up the fact that they have got responsibilities as employers. One of the things that we would like to look at and we haven't done in Bradford up to now is something called an "individual service funds" which allow very similar to direct payments but they do not come with the client's responsibilities so we are looking at actually progressing that and I will keep you updated on it Councillor Sunderland and I will let you know the exact numbers.

### **4. Councillor Hawkesworth**

How close is the long intended ambition for Bingley music live to be self funding and what has the subsidy been from the council for past 3 years?

#### **Answer**

There has been an ambition to deliver Bingley Music Live as a self-funded event, which was always going to be a challenge as any major outdoor event will always have significant costs in building the event site. Over the past three years between 2013 and 2015, the average cost of the event was £102,000 and the closest to breakeven was in 2015 when the event cost £52,000. However, due to inclement weather at the 2016 event, the 'walk up' ticket sales and secondary spend were reduced, which will reflect on the bottom line when the accounts are finalised. We are aware that the event also brings significant benefit to the local economy, however we are also mindful of government cuts and are speaking to the organisers about how they can realise the ambition of it being self-funded.

#### **5. Councillor Warburton**

Does the portfolio holder welcome the Government's U-turn on parent-governors given the Education Secretary's announcement that the role won't be scrapped after all?

#### **Answer**

The decision to retain parent governors is to be warmly welcomed. The proposal in the recent White Paper to remove the need for parent governors was met with understandable disquiet in the educational community. This was led by the National Governors Association, who campaigned hard to maintain the important role of parent governors.

Earlier this year Baroness Howe, the President of the National Governors' Association, pointed out that;

“Elected parents represent a crucial element of effective governance in our schools. The elections themselves ensure that governing boards remain diverse as well as skilled. It is important for the government to recognise that parents have experience and knowledge that other governors and trustees from outside the school simply do not have and so we need to preserve this vital link.”

Locally, we have seen the crucial work that has been undertaken by many members of our local communities as parent governors. They voluntarily give their time to support the children and staff of their schools, monitoring and challenging the work of the school. The original proposal in March's White Paper was clearly misguided. We need to make sure governing boards have a range of people with diverse backgrounds, skills and knowledge.

Parent governors form an important part of the democratic process and many come with considerable skills which can be harnessed for the benefit of Bradford schools. As parents they often have unique insight into the community and the role of the particular school in educating all of the local children. Also it is worth noting that many people currently governing in schools began as elected parent governors and so it is important we continue to value this source of volunteers.

#### **6. Councillor Bacon**

Seventeen care workers in London have launched legal action against Care Company Sevacare, alleging it paid them less than half the minimum wage. Can the portfolio holder confirm if Sevacare has any contracts in Bradford?

#### **Answer**

Sevacare has been operating in Bradford for over ten years. The company did not apply for the framework care contract tendered by the Council, so there is now no contract between the company and the Council. The company may, however, be providing personalised support to clients who have the ability to make their own arrangements as a result of being in receipt of direct payments for that purpose.

We value people who work in this important profession providing care to the vulnerable in our District and would naturally criticise any provider who is found guilty of breaking the law in this way. It is a criminal offence not to pay someone the minimum set down in law.

HM Revenue and Customs officers have the right to carry out checks at any time and ask to see payment records. They can also investigate employers if a worker complains to them.

If an employer hasn't been paying the correct rates, any arrears have to be paid immediately. There is also the possibility of a fine.

### **Supplementary Question**

I would like to thank the Portfolio Holder for her answer to that. What she said about, especially with what's been going on with, Sevacare but given Councillor Whiteley's public support for this company and their practices that was in the press recently does the Portfolio Holder think that she should now be ashamed of her support for that company?

### **Councillor Val Slater**

I do not know exactly what Councillor Whiteley knew about this company and its methods. At the best she did not check and at the worst she knew about it and agreed with them. I know Council officers spent a long time briefing Councillor Whiteley on this. All I would say is it is not for me to answer for Councillor Whiteley but I would just say she needs to check her facts and to be careful of who she listens to and backs. You know what they say, "one occurrence is a mistake, two occurrences whoa".

### **7. Councillor Ellis**

Would the Leader of the Council please enlighten members as to why the Council appears to remain bereft of a Flood Strategy, when her colleague proudly waved around a document purporting to be one, in full Council some time ago now?

### **Answer**

The Local Flood Risk Management Strategy will go before the Council's Executive Committee meeting on 6th December 2016 after extensive consultation. Regardless of the report, extensive work to alleviate flood risk has already been ongoing.

Since the floods we have been carrying out repairs to highway structures assets (bridges, culverts and retaining walls) which were either damaged or adversely affected by the flood.

Works have either been completed or currently on site at a number of locations:

- **Completed Works include:**
- Denton Bridge, Ilkley – Repairs and refurbishment
- Addingham High Street Footbridge - Scour Damage Repairs
- Bingley Showground – Wall Repairs
- Myrtle Park Footbridge – Bridge repairs

- Woodhouse Road Keighley
- **Works Currently on Site:**
- Bradley Road, Silsden – Wall Reconstruction
- A6034 Keighley Road Silsden – Wall Repairs & Reconstruction
- Bridge Lane, Ilkley – Culvert Replacement
- Esholt Suspension Footbridge – Repair and refurbishment

We have also completed underwater inspections on all our main river bridges. The reports are currently being reviewed with the view to carrying out any minor scour protection and maintenance works identified during Summer 2017.

We are currently putting together a package of work for next year. We will prioritise carrying out the works identified on our river bridges which predominantly carry key routes on our network. Debris Clearance on bridges is also an ongoing exercise.

All these works are funded from the £2.5million grant from the government. This investment in our highway structures asset will contribute towards building resilience to our network. The roads adjacent to strengthened retaining walls in Silsden will be protected. Also replaced culverts will ensure the availability of the roads they support in a flood.

### **Supplementary Question**

Thank you for the answer. Can I be reassured that there will be no more slippage on this strategy. This should have been finished by March of this year and I find it embarrassing when the Flood Minister names and shames Councils, being one of six Councils, who have not completed it out of 140 some, so please please can I be reassured there will be no more slippage.

### **Councillor Hinchcliffe**

Thank you Councillor Ellis. I know you have put an awful lot of work into this yourself as well in terms of pushing things forward so I appreciate that. Yes we are heading for the December dates and I just have to say that it does not actually stop us doing things of course. We have got the £2½ million from Government and we have been taking a lot of action on flood prevention and alleviation and obviously there are things listed in the answer there. I would just like to make sure that you realise it doesn't mean we have been doing nothing but obviously we all want to get that strategy through when it comes in December.

### **8. Councillor Nazir**

Can the portfolio holder tell us what's happening with the One City Park development at the former Tyrls police station site?

### **Answer**

The One City Park scheme is a key site in Bradford city centre, which is a Strategic Priority Area in the Strategic Economic Plan for Leeds City Region. The site has outline planning permission for circa 95,000 sq ft of office accommodation with the potential for A1 retail, A3 Café and A4 drinking establishment uses at ground floor. The Combined Authority approved in principle funding of £5.2 million to support the scheme. £400,000 out of this £5.2m was allocated for spend in 2015/16 and the funding agreement was agreed with the Combined Authority and the monies drawn down in March 2016. The Council has been working with the Combined Authority to agree the most appropriate

funding method for the remaining allocated funds and whether this should be in the form of a loan or grant. The Council's long stated position is that a grant is more appropriate for this project and it is good news that the West Yorkshire Combined Authority is agreeing to this position and their report to the September Investment Committee proposed that a conditional grant be given to facilitate the development of future offices at One City Park.

A report will be taken to Executive later this year outlining the delivery options for the scheme.

**9. Councillor Wainwright**

Can the portfolio holder give an update on any planned highways infrastructure projects in Bradford District using West Yorkshire Combined Authority funds?

**Answer**

The Bradford portfolio of projects within the West Yorkshire+ Transport Fund includes five highway infrastructure projects which are to be delivered by 2025. These are Harrogate Road / New Line Junction Improvement; A650 Hard Ings Road Improvement, Keighley; Tong Street; Bradford to Shipley Corridor Improvements, and South East Bradford Access Route.

Bradford's initial projects - Harrogate Road and Hard Ings Road - are currently being progressed through statutory procedures such as planning permission and land assembly and have recently completed a programme of public consultation with local residents, businesses, elected members and MPs. Both these projects require significant amounts of third-party land and while the Council continues to expend significant effort negotiating the purchase of parcels of land it is also in the process of preparing to advertise a Compulsory Purchase Order and associated Side Roads Order for both schemes. It is currently anticipated that both projects will be complete by 2018/19.

Bradford's medium term programme of projects includes Tong Street and Bradford to Shipley Corridor Improvements. Of these, Tong Street is the most advanced in its development and it is anticipated that approval to proceed to detailed "optioneering" and design will be sought from the West Yorkshire Combined Authority through its Gateway process in early 2017. Development of proposals for Bradford to Shipley Corridor are currently anticipated to be procured externally based on outline options developed by council officers. By using external support to develop the initial option appraisals it is similarly anticipated that approval to proceed to optioneering and design will be obtained mid-2017. Both these projects are currently programmed to be on-site by 2021 with completion by 2025.

Finally, the longer term programme includes development of a South East Bradford Access Route. Funding from the West Yorkshire Combined Authority has been allocated to undertake a high level feasibility assessment of possible routes over the next six months. This high level feasibility work will inform which potential options could have merit to progress through the West Yorkshire Combined Authority's approval processes to be delivered by 2025.

**10. Councillor Brown**

Can the Leader of the Council confirm whether she is aware of any increase in car collisions, due to roadside vegetation obscuring road signs?

## Answer

Data on road traffic collisions in Bradford, like the rest of West Yorkshire, is collated by the police where they are called to attend collisions. This data in general is limited to those incidents where injuries are reported; data from collisions involving vehicle damage only are not routinely attended by the police.

While the police record a significant amount of data relating to the road lighting and road surface conditions at the time of the incident, they do not record detail which would allow identification of contributory factors such as vegetation obscuring signs. So it is not possible to confirm whether or not there has been an increase in car collisions due to road signs being obscured.

If Members, or their constituents, are aware of any road signs which are obscured by vegetation then details of locations can be passed to the Council's Network Resilience & Management team who can act.

## Supplementary Question

The question was prompted by a particular number of accidents that had occurred at the junction of Slaymaker and Cure Hill. It was just particularly at a junction where there seems to be a lot of accidents. People travelling up towards the crematorium at Oakworth. In fact last week there was another serious accident where people were hospitalised. The question that I would like to ask is about the reinstatement of verges being known. It is blocking lots of signs, there are lots of incidents, the roads are becoming dangerous. On this particular junction the white lines needed repairing and also the lighting to the signs need sorting out. If you could consider that. I will say however that Council officers have responded absolutely brilliantly to the repairs that I have requested and they have all been done in a very short timescale. Thank you.

## Councillor Hinchcliffe

Yes as per the answer it sounds like obviously we are cutting back on grass and grass verges wherever possible. The incidents you mentioned there sounds to be from a problem with a junction possibly rather than just the road signs being obscured. If you can let us know the junction then we will make sure that Highways officers have a look at that junction to see if there are any other incidences because it sounds like you are saying there are a number of incidents that have happened at that junction. Perhaps it needs looking from a wider view rather than just about the grass cutting if that is okay. So if you could let us have those details, we will look into that. Thank you.

## 11. Councillor Jamil

Can the portfolio holder provide figures on the percentage of Bradford District schools rated good or better by Ofsted. Please include a breakdown of primary and secondary, and also local authority maintained and academy/free schools?

## Answer

<b>Ofsted Overall Effectiveness by Phase - % Good/Outstanding</b>					
	<b>Nursery</b>	<b>Primary</b>	<b>Secondary</b>	<b>Through</b>	<b>All Schools</b>
<b>Maintained Only</b>	7 Nurseries (100%)	95 out of 125 Primaries (76%)	3 out of 8 Secondaries (37.5%)		<b>75.2%</b>
<b>Academy</b>		17 out of 30	6 out of 17	1 out of 3	<b>50%</b>



		Primary Academies (56.7%)	Secondary Academies (35.3%)	Through Academies (33.3%)	
		2 out of 2 Primary Free Schools (100%)	1 out of 4 Secondary Free Schools (25%)	1 out of 1 Through Free School (100%)	
<b>Free School</b>					<b>57.1%</b>
<b>All Schools</b>	<b>100%</b>	<b>72.6%</b>	<b>34.5%</b>	<b>50%</b>	<b>68.4%</b>

The All Schools figure (68.4%) is the percentage of all Bradford Schools (including Academies and Free Schools) that are judged good or outstanding by Ofsted. The All Schools total column is the total by control (e.g. LA Maintained, Academy or Free School) and the All School totals row is the total by each of the phases.

## 12. Councillor Jeanette Sunderland

To ask the Portfolio Holder for Environment, Sport & Sustainability - Could the Portfolio Holder tell us the steps they are taking to remove the thousands of unwanted brown bins from across the District?

### Answer

We are currently going through a tendering process for the retrieval of the garden bins which are no longer required. As you can appreciate, the collection of all the unwanted garden bins is a huge task to undertake across the District which is why we are looking for the best and most cost effective option – we are also in discussion with other councils who may want to use the garden bins.

At the moment our focus and limited resources have been directed at the implementation of the Bin Policy and improving recycling. We are focused on the delivery of recycling bins as a priority to ensure residents have the means to increase their recycling across the District.

As soon as we have a timescale for collecting the Garden Bins, which we anticipate will be before the end of the year, we will be issuing communications to residents with the details of the arrangements.

### Supplementary Question

For the answer to the question however the supplementary is I am a little confused by it because is it just a tendering process to pick up the bins in which case can I ask when that tendering process will be completed and where you anticipate storing the 50,000 bins once you have picked them up but they are becoming rather a nuisance to people who no longer require them.

### Councillor Ferriby

Thank you Councillor Sunderland. The tendering process is to see how they can be reused or recycled and hopefully by the end of the year I will find out regarding the storage. However we have over 34,500 garden waste bins out in the community so it may not be quite 50,000 to bring in, but I will get back to you.

## 13. Councillor Berry

Can the portfolio holder outline the impact of government proposals to change early years funding on Bradford's highly regarded nursery schools?

### **Answer**

The consultation is still under way for the National Funding formula for Early Years which does indicate a substantial decrease in the funding per pupil for nursery schools; the proposals do make some provision for a minimum of 2 years 'support' for nursery schools, however no details have been provided at this stage. If and when this 'support' is withdrawn then this will have a very significant impact on our nursery schools.

### **Supplementary Question**

Many thanks for the answer and of course I refer earlier to Councillor Jamil's answer that seven nursery schools have 100 per cent rating outstanding. This question confirms that there is this threat to the existence of some of the most effective and well regarded provision in this city begun by Margaret McMillan and with Burnett Fields opening in the Second World War to provide support for families and an outstanding model of earlier intervention so can I ask the Portfolio Holder that in those discussions that take place about the funding we make a vigorous assertion of the value of early intervention and the best start for those children because what we have in the nursery schools in Bradford is some of the best teaching, learning and engagement with parents at the stage when it works best and it saddens me that yet again we are having to defend them from a Conservative Government.

### **Councillor Imran Khan**

Absolutely Ralph. We have got a really good proud track record of working with Early Years in Bradford and it is really sorry to see the Conservative Government absolutely hammering us on our Early Years Services. Yes we can do that.

### **14. Councillor Whiteley**

What percentage of known drug addicts have children living with them in Bradford compared to the national figure?

### **Answer**

% of clients in treatment who live with children under the age of 18 (opiate and non-opiate clients).

2015-16	Bradford	National average
Opiate	43%	28.9%
Non Opiate	20.7%	23.7%

2016-17	Bradford	National average
Opiate	42.6%	28.3%
Non Opiate	20.7%	23.9%

### **Supplementary Question**

Thanks for the answer. I would like to know why the number of children living with known drug addicts is so high in Bradford please. Why do you think that is the case?

### **Councillor Val Slater**

I do not think there is such a simple answer. It is not about whether or not those children and it is quite a wide approach we need to look at. We are not necessarily saying that

because children live with known drug addicts although I do accept that is one part of what we call the “toxic triangle” the others being domestic violence and mental health and of course they are not mutually inclusive. When children apart are subject to part of the toxic triangle they can be more at risk, however we think we have got a different approach in Bradford. There are a couple of things that I would like to mention because it is not always the best approach taking children away from their families. We have been participating in something called the “family drugs and alcohol court” where there is a scheme of intense intervention with families. There are actually seven in the programme at the moment who would otherwise have had their children removed because of dangers but what evidence has shown is that by doing this work the children have been able to remain at home safely. The other thing is whenever we are working with families people need to take a think family and to take a family inclusive approach. So often in the past if for instance Adult Services have been working with drug users maybe they have not fully thought through the approach towards the children and to think through any particular dangers that might be for those children. So the new system that we have got of dealing with children social work in Bradford called Science of Safety which is a model that has been used in 17 countries and quite a number of other councils across Britain and we are just waiting for an innovation bid to be agreed by the Government so that we can progress it. One of the things that we said, so it is being used very much in Children Services at the moment. All the social workers, all our partners, health, school nurses have been trained on this and I am now talking to our new Strategic Director for Health and Wellbeing together with the Director of Children Services as to whether or not this is an approach we need to move on for social workers in Adult Services and that family first approach should be our way of going forward. Thank you.

**15. Councillor Jamil**

Will the portfolio holder tell us about the alternate weekly bin collections pilot and what are her plans for rolling it out across the District?

**Answer**

From October this year, the pilot scheme started in the Wyke Ward area – Thursday collections rounds. The first alternate weekly collection was the general waste (green) bin on 6th October, with the recycling waste (grey) bin collected on Thursday the following week, 13th October.

This area has been chosen as it is representative of the district as a whole and is next to Calderdale and Kirklees which already operate the alternate weekly collection system.

To boost recycling rates, householders can now put all their recyclables into one grey bin. This includes glass, plastic bottles, tins, aluminium foil, aerosols, paper and cardboard. Residents in Wyke can now also recycle yoghurt pots, butter tubs, plastic food trays, drinks cartons and TetraPacks.

The District rollout will begin in April 2017. Once we have seen how the Wyke pilot works we will be able to determine the implementation plan for the district.

Introducing the alternate bin collection system will encourage families to think more about recycling, hopefully leading to a dramatic reduction in the amount of waste going to expensive landfill and damaging the environment. We are the last local authority in West Yorkshire to go to alternate weekly collections.

**16. Councillor Warburton**

Does the Leader welcome the independent auditor's positive report on the Council's financial planning and governance?

**Answer**

The Leader particularly welcomes the report by the external auditors, which said the local authority had used effectively resources and staff to deliver priorities and maintain statutory functions. The report gave a high rating for delivering savings, reliable financial and performance information and maintaining statutory functions, and compared Bradford favourably with other councils. This sound financial management is especially crucial given that the services we provide for residents continue to be subject to severe government funding cuts.

**17. Councillor Pennington**

In light of HS3 potentially passing through the Bradford District, much to the benefit of the local economy and job prospects for local residents, would the Leader of the Council consider it appropriate to halt any further preliminary works relating to the proposed City Centre Swimming Pool, as its location is that most likely to be approved for an electrified high speed rail connection?

**Answer**

I'm glad to see Cllr Pennington is as keen to achieve an HS3 stop in Bradford as we are and will go to any lengths! The Council in conjunction with the West Yorkshire Combined Authority has recently commissioned consultants to look at the technical feasibility of providing an HS3 station in Bradford. This work will look at where an HS3 station could go in the city centre and how best to integrate it with the existing rail network and stations. The current understanding is that HS3 will not be delivered until after HS2 has been completed sometime in the 2030s, although the Council would like this to be a lot sooner. Given the HS3 build timescales and the fact that it is not guaranteed that Bradford will have a station on the HS3 rail network, it would not be appropriate to second guess where the station might go. Indeed what we need to be focused on at the present time is still making the case for a Bradford stop on HS3. The case is far from made conclusively and everyone across the chamber needs to work on lobbying to get Bradford off the branch line. I have recently invited Transport Minister Andrew Jones MP to visit the district, a former Bradford Grammar School pupil and would welcome the opposition doing the same.

**Supplementary Question**

Tom Riordan who is the Chief Executive of Leeds described Bradford unbelievably as a "sweet spot" ideal for an HS3 station. Leader in your answer you quote 2030 and then you add "but I would like it sooner". I believe we will get HS3 before they actually develop HS2 and I think it will happen much sooner than you think. So I would like to ask you again not to build anything on land nearest to the city centre which will be best suited to a rail connection. As an aside I am glad to see you appreciate the Transport Minister's education.

**Councillor Hinchcliffe**

I would love to share your confidence in that West Yorkshire Leaders, West Yorkshire Combined Authority and we are absolutely sold on the idea that Leeds supporting us to get HS3 through and a stop in Bradford. That is why I have invited Andrew Jones because I think there is still a case to be made with Government and I would welcome

your support in getting him here quite frankly. So if you could write to him in getting him here and get him as soon as possible to really make that case. I think we have got to keep lobbying, we have to keep telling making the case for Bradford. We are the largest city on the branch line, it is unacceptable and it does inhibit our growth. Yes it is important but we need to work together to get that. We cannot count our chickens before they hatch, we have to keep working at this. Thank you.

**18. Councillor Malcolm Slater**

In light of the flooding last winter, what checks do we do on gullies in areas of high flood risk?

**Answer**

We monitor gullies in areas of high risk (e.g. the areas that flooded around Boxing Day last year) and they are checked quarterly. If they are blocked or require cleaning then our maintenance team action this.

**19. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Environment, Sport & Sustainability - Kirklees Council has been criticised for requiring householders to register their vehicles online before they can take their rubbish to the tip. Could the Portfolio Holder advise us if they are planning to do the same in Bradford?

**Answer**

Bradford operates a permit scheme for residents to use our eight Household Waste Recycling Centres. This does not require residents to register their vehicles online in order to obtain a permit and there are no plans to introduce such a requirement.

**20. Councillor Ellis**

Would the Leader of the Council confirm that the proposed methods for the collection of recyclable waste conforms with the government's desire to reduce the cross contamination of recyclables, which currently results in much of it being left unfit for recycling, thus undermining the efforts of local residents and causing huge amounts of recyclables being disposed of via environmentally unfriendly methods?

**Answer**

Bradford has for several years successfully collected co-mingled recyclates (e.g. glass, cans and plastic bottles) without any issues of cross-contamination. These have and are placed into recycling markets for which we have received a substantial income (£1.5m in the 2016-17 budget).

Issues of contamination arise from non-recyclates being placed in the recycling bin. A number of steps have and are being taken to ensure our recyclate quality continues to remain high and is able to readily meet challenging market conditions. In this way we will ensure our collected recyclates continue to be successfully recycled.

**Supplementary Question**

Thank you for your answer. What concerns me is perhaps the trial that's going on in Wyke where we are only going to have one bin. Then of course that is intended to be rolled out across the district. It appears to me that we are flying against the ministerial advice given to all local authorities and I am not going to read the whole thing out but it

does particularly mention that glass shards in paper is very problematic and in actual fact very often makes it unusable as a recycle. At the end it does actually “any local authority considering new collection or disposable plan should take care to ensure they are placed themselves in a position to fulfil their legal duties from 2015. This is particularly important for local authorities who may be considering moving away from separate collections” and it goes on “A local authority should consult their own lawyers as necessary and should keep a clear and audit trail given the potential for a legal challenge.”

### **Councillor Hinchcliffe**

I have not read the document you are talking about there so if you could let us have that we would be happy to provide a more fulsome reply. We do have a small materials reclamation facility in Bowling Back Lane that actually deals with a lot of this stuff and I have to emphasise this is not the first step of any local authority in the country of course. This is something we are the last ones in West Yorkshire, and in fact I think Yorkshire, to go to alternate weekly bin collections so this has been done before and we have to learn from others and actually make sure that we deliver a good service to residents at a reduced cost in the future so happy to take some of those issues off line and we will respond to you in detail but I have to emphasise this has been done before successfully and we can do it here in Bradford successfully as well. Thank you.

### **21. Councillor Whiteley**

How many requests were made to this Council for help with adult social care in the last two years? Please provide the Numbers by ward and indicate how many of these applications resulted in help paid for by the council how many led to self funded care?

### **Answer**

In the last two years approximately 19,800 people have contacted Adult and Community Services of which 9,700 (49%) were new individuals requesting help and who subsequently progressed to referral for assessment and support and eligibility for longer term care.

Of the individuals referred to assessment and support approximately 2,500 (26%) subsequently went on to receive long term adult social care support paid for by Bradford Council, either in their own home or in a residential or nursing care setting, indicating the remainder were either not eligible, provision was made via alternative or self-funding, they declined support or were provided with information and advice / signposted to other organisations. The outcome of the assessment for some individuals may also not yet have been determined and processed/recorded on our systems. See table 1 below for a breakdown by Ward.

Our implementation of Integrated Digital Care Records in August 2016 will provide us with a more dynamic care system which is expected to improve our recording of the Adult Social Care customer journey from initial contact through assessment and support to provision of services. We are currently evaluating the reporting options from our new systems which should provide quality information on client payment options from 2016-17 onwards. We would offer advice to all people regardless of whether they self-fund or not.

<b>WARD</b>	<b>No. of new people referred to Assessment and Support</b>	<b>Of which went on to receive long term care and support paid for BMDC</b>	<b>%</b>
BAILDON	227	60	26%
BINGLEY	241	70	29%
BINGLEY RURAL	271	74	27%
BOLTON AND UNDERCLIFFE	267	76	28%
BOWLING AND BARKEREND	369	89	24%
BRADFORD MOOR	240	39	16%
CITY	299	60	20%
CLAYTON AND FAIRWEATHER GREEN	343	86	25%
CRAVEN	467	166	36%
ECCLESHILL	272	45	17%
GREAT HORTON	267	58	22%
HEATON	276	69	25%
IDLE AND THACKLEY	317	91	29%
ILKLEY	245	72	29%
KEIGHLEY CENTRAL	288	67	23%
KEIGHLEY EAST	206	59	29%
KEIGHLEY WEST	217	53	24%
LITTLE HORTON	253	31	12%
MANNINGHAM	333	61	18%
Out of Area	81	36	44%
QUEENSBURY	227	62	27%
ROYDS	320	74	23%
SHIPLEY	230	63	27%
THORNTON & ALLERTON	235	42	18%
TOLLER	463	116	25%
TONG	360	97	27%
WHARFEDALE	132	29	22%
WIBSEY	270	56	21%
WINDHILL & WROSE	253	67	26%
WORTH VALLEY	125	32	26%
WYKE	224	38	17%

*Source: BMDC AIS and Commcare Systems (now legacy following implementation of Integrated Digital Care Records from Aug 2016)*

## 22. Councillor Fear

To ask the Leader of Council - Following the Boxing Day floods, how much money was the Council given to allocate to domestic properties under the flood resilience grant? How much of this was allocated?

### Answer

The Government has not set a specific budget but has said that it will fund all resilience grants made in accordance with the Property Level Resilience Scheme guidance.

To date £1.5m has been paid or committed for domestic properties. Applications for resilience grants are still being received so this sum will increase.

### Supplementary Question

I am pleased to get the number of applications that have been received to date.

## 23. Councillor Hawkesworth

What is the budget for events in centre of the city for 2016-2017?

**Answer**

The base budget for City Centre Events is currently £349,800, of which £72,000 is for salaries. The remaining budget is for the delivery of events, which include:

- Bradford Festival
- Autumn Events
- Christmas Lights Switch On
- Armed Forces Day
- Fun & Film Wednesdays

In addition £140,000 has been carried over from the cancellation of the Christmas lights switch-on last year due to adverse weather conditions.

As well as the major events managed by the Council, there are a wide range of activities and events taking place in City Park that are booked and facilitated by the Events Team. This year, these have included Bradford Literature Festival, Family Film Festival, Love Bradford Event, Epilepsy Action 10k, Air Training Corps parade, Scouts Parade (St. George's Day), World Rivers day, Born in Bradford Event, Yorkshire Sports. There have also been an additional 35 bookings for promotional/awareness days. One-off development monies of £250,000 have supported the kick-start of new events including those taking place under the "Season of Light" which incorporates the Wild Woods events on Darley Street and the City Centre Lantern Parade. There is a commitment to ensure that the benefits of events are spread across the City Centre, with a particular focus on the Top of Town. Although as the development funding is one-off there is no guarantee that this will be available again next year.

**24. Councillor Ali**

Could the Portfolio Holder for Environment, Sport & Culture provide details of the revenue generated by the introduction of bulky waste collection fees and also fines for fly tipping and the increased cost of removing fly tipping, during the same period, broken down monthly, since the introduction of the charges?

**Answer**

Charges for bulky waste collections were introduced in September 2013. The revenue generated is as follows:

Year	Total £
2016-17 (half year to date)	76,602
2015-16	135,581
2014-15	100,178
2013-14 (half year)	45,760

Since September 2013 the Council has prosecuted for flytipping offences as follows:

Year	Month	Fine £
From Sept 2013		0
2014	June	200
	August	200
2015	March	400



2016	February	4,238
	May	330
	May	5,000
	August	350
	September	200
Total		10,918

In addition 5 fixed penalty notices for flytipping have been issued in October 2016. Three have been paid at £300 each. The remaining two are currently unpaid.

It must be noted that all fines raised by prosecutions do not remain with the Council, but are paid to the Government's Ministry of Justice. The Council can however recover costs incurred in taking legal action. Fines from payment of flytipping fixed penalty notices are retained by the Council

Although the number of reports for flytipping have increased year on year since the introduction of charges for bulky waste the actual tonnage of flytipped waste collected by street cleansing has remained relatively static. There has been no increase in waste collection and disposal costs and as such there has been no increase in the cost of removal of flytipping.

**25. Councillor Dale Smith**

Can the Leader of Council tell us how, when and at what cost the steps leading to Margaret Macmillan Towers will be made safer for disabled people?

**Answer**

There is level access for wheelchair users to both sides of the main entrance of MMT and also to the rear; the steps are constructed with non-slip treads and no additional works are presently planned.

**Supplementary Question**

Can I firstly declare an interest as co-chair of the Strategic Disability Partnership and can I just point out that the definition of disabled people is far wider than those who use wheelchairs and certainly your access to Margaret McMillan Towers for wheelchairs as you described it is accurate but I do invite you and I am surprised at the answer to some extent because if you go to the top of the steps and look down you will see how poorly those steps are for people with impairment or no sight at all or even just the elderly like myself, when you look down you get dizzy and they are not in my view DDA compliant and I would just invite you to look at that and give me an email in due course. Thank you.

**26. Councillor Poulsen**

Can the Portfolio Holder update me on the current length of time to action gully cleaning requests and how many are currently awaiting action per ward?

**Answer**

We receive gully cleaning requests across the district each day. This can increase during periods of heavy rain. We advise customers that we aim to attend and check/clean within 21 days.

We do not record them by ward at the moment but I can advise that we currently have the following numbers of requests waiting to be actioned (these are within the 21 day timescale)

- Bradford West 25 requests
- Bradford East 19 requests
- Bradford South 16 requests
- Keighley 30 requests
- Shipley 21 requests

### **Supplementary Question**

I was quite reassured reading the answer that the request here for each of the parts of the district were all within the 21 day timescale but slightly confused because I have had residents this week complaining that the gullies in Oldfield, some of them are still waiting to be cleared and they were requested back in July which is obviously more than 21 days even with my maths so maybe you could look into that for me please?

### **Councillor Ross-Shaw**

Yes happy if you want to send me the details and I will ask officers to look at those cases and let you know what the answer is.

### **27. Councillor Fear**

To ask the Leader of Council - Following the Boxing Day floods, how much money was the Council given to allocate to commercial properties under the flood resilience grant? How much of this was allocated?

### **Answer**

The Government has not set a specific budget but has said that it will fund all resilience grants made in accordance with the Property Level Resilience Scheme guidance.

To date, £81,000 has been paid or committed for commercial properties.

### **Supplementary Question**

I just want to ask given that the number that we paid out is such a small factor compared to the amount we paid for domestic properties how was this scheme promoted to businesses across the district after the floods. Thank you.

### **Councillor Hinchcliffe**

It was done quite widespread in quite a short space of time and actually still continues here today so if businesses still want to apply they can do. We have also done features in the Telegraph & Argus and used every media we can to promote that but obviously business groups as well I think we have spoken to. So it is just using as we said in that written question actually that written answer to the question it is using all the methods we have available but certainly if you know a few of the businesses who are unaware of the scheme do let us know and we will make sure we talk to them.

### **28. Councillor Pennington**

In light of the recent interruption in the City Hall refurbishment works, could the Leader of the Council confirm whether the problem resulted in any additional cost to the Council?

### **Answer**

No additional costs were incurred.

**29. Councillor Whiteley**

Now that the Inspector has agreed that a large number of houses can be built between Addingham and Menston, what plans does this Council have to ring fence Council owned land at Ben Rhydding for educational purposes as there is no other suitable land on which to build a new secondary school on when one is needed?

**Answer**

The Local Plan is now on hold due to the intervention by Philip Davies MP, so the council cannot now proceed with any plan for infrastructure at the present time.

**Supplementary Question**

Thank you for the answer. Given that this has got to be put on hold and I would ask you to put it on the back burner please and allow me to keep asking this question over and over again for my residents until we get a suitable answer. Thank you.

**Councillor Ross-Shaw**

I think this is part of a problem with the whole core strategy really that Members are confused particularly on the opposite benches about what this actually does. If having a core strategy on the back burner will not bring forward allocations, it will not bring forward any infrastructure plans, it will not bring forward the sites. We needed the core strategy in place to continue that process and have up to date policies so if you are concerned about what might happen if development goes in your community, well, all not having a core strategy does is mean we do not have the up to date policies so that developers can still, as Councillor Hawkesworth said it is an issue about five year land supply, that still is going to be an issue for you but we just do not have the policies to deal with appropriate development so it is not going to be for developers, nothing is put on a back burner, they can still put the applications in, we just will not have the up to date policies thanks to the actions of your party locally to deal with those developments so your communities are now more exposed to bad development than it was last week.

**30. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Education, Skills and Culture - The Education Secretary has announced six areas, identified as the most challenged when it comes to social mobility, will have access to funding to address the biggest challenges they face. Can the Portfolio Holder tell us what steps he took to have Bradford included on the list of Opportunity Areas?

**Answer**

We are disappointed not to be included in the first tranche of opportunity areas, but just to be clear, these were decisions taken by central government without any consultation with Local Authorities. There was no application process or even an opportunity for 'Expressions of Interest'. The first we heard about the Opportunities Fund was just before the 'winning' Authorities were named. It appears the social mobility factors means Bradford comes out as better off than those areas chosen.

The Leader wrote to Justine Greening MP in the first week of her appointment as Secretary of State for Education to tell her about Bradford and invite her to the District.

She has declined the invitation. We have also engaged the LGA in brokering conversations between the Council and the DfE. We have made further representations to have Bradford included in the next tranche.

**31. Councillor Poulsen**

Can the Portfolio Holder advise colleagues as to what work has been carried out by the Council to make repairs at the Mill Hey bridge in Haworth following the Boxing Day?

**Answer**

Following the Boxing Day Floods engineers inspected various highway structures throughout the district. Measures were put in place to ensure public safety and the availability of the network where necessary.

With particular reference to Mill Hey Bridge, the temporary barriers installed on the bridge ensure the bridge is safe for use.

Engineers have carried out options appraisal and finalised the scheme for the repairs. The repairs have been scheduled for summer 2017 after the spawning season. We are in the process of applying for the necessary permits to work on the watercourse and highway.

**Supplementary Question**

Thank you for the answer. I am slightly concerned because I was advised by officers that the work on the Mill Hey bridge was scheduled to start in August this year. Have not been advised that it is now going to be next summer by anybody. You also mention the finalised scheme has been drawn up but there has been no discussion with ward members at all about what this scheme is and any details of it which is quite a concern really. Could you look into that for me?

**Councillor Ross-Shaw**

I understood what you were getting at. No I completely understand if you have not been informed. You want to be informed and I have asked officers previously when there is works make sure Members are informed at the appropriate stage. It might be that it is just not at the advanced stage where officers would say right we will let Members know now but certainly for Mill Hey I will ask officers to send you a background or if the date has slipped why it has slipped. It is quite a complicated project. A lot of them are just due to the business of the roads or as it mentions even spawning seasons we have to take into account but I will get officers to provide you with a fuller explanation.

**32. Councillor Davies**

Would the Portfolio Holder for Children's Services agree with me, that before publicly declaring 19 school sixth forms to be "unviable" based simply on the fact they have fewer than 250 pupils, wouldn't it have been wiser and more helpful to look at the reasons why pupils choose to go to these sixth forms, the results achieved and the schools' plans for the future?

**Answer**

The scrutiny report referred to does not declare that the schools referenced have "unviable" sixth forms. When, in section 3, referring to the Appendix containing the list of schools referred to, the report explicitly states, "It should not be assumed that all of these are financially inefficient" and the preceding paragraph of the report also discusses how a

small sixth form could be financially viable. The list was included at the request of the Chair and Vice Chair of the Scrutiny Committee, and to be clear, the decision about how sixth form provision is delivered ultimately rests with the schools themselves; we cannot instruct them what to do.

In relation to the general point about financial viability, the reference to 250 being a break-even point is based on research undertaken nationally by the Association of School and College Leaders on the assumption that a sixth form is offering 20 courses. This research was based on the previous year's data. If you update the methodology with current figures it actually now comes out at 265 students.

Funding for post-16 provision, as highlighted in the scrutiny report, has changed significantly since the introduction of the new formula in 2008. Prior to this, in most school settings, sixth form provision was funded to a much higher rate per student. As many of the protections from the introduction of the new formula have now been phased out, smaller sixth forms that continue to offer as broad a range of subjects as before are in the vast majority of cases being subsidised by pre-16 budgets. We are not specifically saying that this shouldn't happen but it is right and proper to highlight this and for partners to be clear this is the case when making decisions around their future strategy.

It is correct to identify that when considering the future of post-16 arrangements in the District there are a number of factors that need to be considered. The range of partners we have worked with in the course of the review and the different considerations that have informed our thinking are highlighted in the scrutiny report but specifically in Appendices 1 and 2. These documents were produced with the oversight of partners on a Steering Group that followed a workshop held in December as part of an externally commissioned review. Every school in the District was invited to participate in that workshop. As is highlighted in the Appendices the 'Case for Change' that is set out was accepted by all the partners we worked with and that were consulted with and this includes outcomes, value added, curriculum, guidance and choices and capacity as well as finance.

We also need to be clear that any solutions we propose are suitable for the future of national policy as we understand it. For example one of the key strengths of our schools has been in vocational outcomes and value added post-16 but in the White Paper "Post-16 Skills Plan" it is proposed that schools will not be able to deliver this type of provision. This will clearly impact outcomes for schools, but also the curriculum offer and ultimately the finance and viability of the sixth form.

The Review has therefore considered this broader range of factors in determining a plan to move provision forward and drive up outcomes. We have seen improvements in some settings for academic provision, but Ofsted were critical of this when they inspected Local Authority arrangements in 2015, and the fact is that the post-16 system as a whole does not deliver the outcomes our young people deserve. NEET is lower than it has ever been but 19-24 unemployment has not seen the same level of reduction. The rate of young people attaining Level 3 (A level or equivalent) has stalled and actually decreased slightly last year whilst the national rate has continued to increase.

The Council is clear it does not have the remit to direct individual institutions as to the future of its provision but these are indicators that the system is not delivering what any of us would want and we need to work with partners to change this as the Review documents and the scrutiny report indicate. We are pleased therefore to note the success of two recent applications for larger post-16 free schools which we believe will be the first

steps of the strategic transformation of post-16 provision in the District driving up outcomes for our young people.

### **Supplementary Question**

Thank you for the answer. Would you agree that a sixth form with say 200 pupils who leave with consistently high results is preferable to one with say 300 pupils with a high drop out rate and poor results?

### **Councillor Imran Khan**

We are in a process where we are reviewing our sixth form provision at the moment. What I want to see and I think what all of us want to see is good quality education provided for all our children. I do not think numbers is the issue here. It is about good quality education.

### **33. Councillor Naylor**

Could the leader provide a progress report on the Odeon together with any future deadlines that need to be met?

### **Answer**

Bradford Live are working up their detailed business case and are awaiting feedback from their preferred operator so that they can finalise their revised funding model and present this to the Assistant Director of Estates and Property for the Council to consider.

### **Supplementary Question**

Are there any actual deadlines to be met in terms of the answer which I am grateful for? It says that something is to be presented to the Assistant Director but it does not say what the timelines are round it. I would be grateful if you could advise me as to when certain deadlines have to be met in terms of funding for this and when it ceases to be something that is actively seeking funds.

### **Councillor Hinchcliffe**

Thank you Councillor Naylor. We are working closely with Bradford Live who I have to say have done a fantastic job at getting us to this stage. Therefore we are fully aware of their process and where they are at that and with the conversations they are having. I am not about to come down on them if they have knocked a day or two here or there. We need to make sure that those negotiations reach their conclusion so I cannot give you a timeline at the moment but as I say we are on top of the situation working with Bradford Live to make sure we get the best outcome possible and as soon as we have news of course we will announce it wherever. Thank you.

### **34. Councillor Whiteley**

Given that recent reports in the Telegraph and Argus state that ambulance response times are inadequate in the district and particularly in rural areas can the portfolio holder confirm what training is given to those areas provided with defibrillators and are how often have these been used compared with the number of reported emergencies?

### **Answer**

Health colleagues in the CCG have provided the following response:

Defibrillators are provided in areas where lots of people congregate and in rural areas, they are provided in partnership with Yorkshire Ambulance Service and with community organisations who have requested them.

The Yorkshire Ambulance Service offers the opportunity for training in the use of the defibrillator to local areas but it is up to local discretion whether this is taken up or not. However, when a person phones 999 and a defibrillator may be appropriate, the call handler locates the nearest machine, provides a code to unlock the box and stays on the phone providing verbal instructions on how to use it.

The defibrillators have instructions and they cannot be used inappropriately as the machine picks up the heart rhythm and will only discharge the current if the heart rhythm requires it.

The number of times defibrillators are used is recorded and the information is kept by the West Yorkshire Ambulance Service.

### 35. **Councillor Cooke**

Cllr Imran Khan sensationally claimed in the T&A in August that *“the cost of schools becoming academies has the potential to bankrupt Bradford Council”* – could he advise us how much money the Council has spent so far on writing off deficits associated with sponsored academy conversions?

#### **Answer**

The Council has not incurred cost to date of writing off the value of deficit balances held by sponsored academies under the Government’s current conversion system, as there have been no sponsored conversions with deficits.

There are three maintained schools that are expected to convert as sponsored academies before the end of this financial year that are currently forecasting to hold deficit balances.

If like me, Cllr Cooke attended the Schools Forum meetings however he would be equally concerned at some of the potential figures being discussed for sponsored academy conversions. *“Potential to bankrupt”* may have been too inflammatory a description, but I was emphasising the point that this Tory Government has decimated Local Authorities up and down the country with their short-sighted approach, especially to Education. Cutting the budget from £600m to £300m in a few short years was difficult to deal with, but now asking the Council to pick up the costs of conversion was obviously going to compound the problem. Cllr Cooke will be pleased to know that we take our responsibilities seriously and are prudently managing the Council’s finances. However, none of us should ignore the fact that worst case scenario, the Council could be faced with an additional £25m of deficit costs, over £5m worth of conversion costs and stripped of millions of pounds worth of assets.

#### **Supplementary Question**

Can I thank the Portfolio Holder for coming clean on the fiction that he perpetrated in order to get a front page of the T&A by suggesting that there is a potential that the Council might be bankrupted by funding the deficits of academies. It is clearly untrue and it is good to see that clarified. It is also good to see that he, along with the rest of his party, is still incapable of understanding the basics of Council finances. But can he confirm to us that actually there is no existential threat to the Council from the process of

schools converting to academies at all and can he confirm that the Council will continue to work with schools that are in that process in order to get the best outcome for the school and for the pupils of the schools?

**Councillor Imran Khan**

Of course we are going to work with schools. That is what we are trying to do but we are not getting the support we need from you guys. I was not trying to get on the front page of the T&A. The comments I made were actually to be fair was not to the T&A, it was in a Scrutiny Committee meeting where, and I have accepted I was merely trying to highlight the point that it places the Council in a very difficult financial situation given the cuts that your party Councillor Cooke have imposed on Councils like Bradford where we have gone from £600m and I will talk about that more in my speech but from £600m to £300m but you know what, thank God we have got the Labour Party in control of the Council because we are managing this very difficult situation and trying to do the best for the kids of this district.

**36. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Health and Social Care - Can the Portfolio Holder advise us, for each of the last five years, what are the minimum, maximum and average waiting times that a young person has to wait to access the Child and Adolescent Mental Health Service?

**Answer**

For CAMHS clients where the waiting time is recorded, times are as follows:

	0-5 weeks	6-10 weeks	>10 weeks
2011/12	37	3	0
2012/13	75	9	0
2013/14	84	34	0
2014/15	69	22	0
2015/16	103	24	0

The maximum waiting time has been less than 10 weeks for all these clients. We do not collect information on average waiting times.

At present the First Response Service provides access to emergency care for people of all ages, including children and young people, within 24 hours. Access to emergency care is, therefore, very rapid.

**Supplementary Question**

Portfolio Holder given that research has shown that we expect around four young people in every secondary class to have an undiagnosed mental ill health problem. Given that we have won awards for our emergency access service and given in the answer to this question that we have got more people waiting longer and in her answer to Councillor Dunbar that it was only just a matter of money, does she think it is time that we produced a report that said how much money does mental health services for young people require in this city and then at least we can make some decisions about shifting it from pet projects into projects that really matter?

**Councillor Val Slater**



Thank you. There is the draft mental health strategy will be going to the Health and Wellbeing Board at the end of November and that includes details of the funding that is actually allocated across all partners towards mental health. I share your concerns Councillor Sunderland about CAMHS and about the services that are available to young people and about the length of time that they have to wait and this is an issue that comes up certainly on the Safeguarding Board when we talk about things like therapeutic support. Part of the issue is that the funding for CAMHS is complicated. The CCGs and ourselves do some levels but the more specialist levels like level 4 is actually allocated by NHS England and unfortunately we do not have that influence with them. As my colleague Councillor Greenwood will say when we recently had Health Scrutiny and we talked about dentistry also controlled by NHS England and getting them to provide a proper dental service in Bradford, we were just getting no where.

**37. Councillor Whiteley**

Would the Leader of the Council agree that Council School Transport Policies should be transparent and devised and implemented in a manner which does not discriminate against children from any part of the Bradford District and allows parents to make school places choices, which are appropriately informed regarding the Council's school transport policies?

**Answers**

The Council writes its school and college transport policies in accordance with statute laid down in the Education Act 1996 and as amended by other Acts including the Education and Inspections Act 2006, Education and Skills Act 2008, The Equalities Act 2010 and Children and Families Act 2014. The Government periodically issues statutory guidance to which the Council must also have regard.

Parents have the right to make a preference for any school but travel assistance is only provided to the nearest available suitable school and this school can be outside of the authority boundary. The provision of transport assistance does not take account of school priority areas or the attendance of feeder schools.

All applications are assessed individually against the Council's policies and those that are eligible against the criteria are provided with suitable assistance. Those families who think they have been declined wrongly have the right of the review of the decision and further to this can appeal to the Council's Transport Appeals Panel heard by three councillors.

**38. Councillor Brown**

Does the relevant department have a maintenance schedule for clearing overgrown snickets?

**Answer**

The Council currently has no formal operational maintenance schedule for the clearance of urban rights of way or "snickets". Historical schedules do exist for previous work on these routes but budget constraints in both the Highways Maintenance and Parks and Landscapes Teams, who undertook this work previously, mean that this work is not currently being carried out by them.

The issue of snicket maintenance is currently being looked at by the appropriate Assistant Directors together with officers from the relevant departments and a meeting has recently taken place to look at options for the future. This work is at a very early stage and no

discussions have taken place on potential courses of action. However a principal issue which needs resolution is clarifying which routes the Council has responsibility for, as many “snickets” are not recorded for use by the public and serve only the residents who live alongside them and who are responsible for their maintenance.

Although there are no formal arrangements for urban snicket maintenance there is a schedule for the rural rights of way network which includes public routes for which the Council has a responsibility. This rural maintenance, carried out by the Countryside and Rights of Way Team, includes clearance of vegetation on an annual basis, drainage, signing and surface repair as required.

**39. Councillor Jeanette Sunderland**

To ask the Portfolio Holder for Environment, Sport & Sustainability - Could the Portfolio Holder tell us the total amount of domestic waste being collected from households for each of the last 5 years?

**Answer**

The total amounts of domestic waste collected from households over the last five years is as follows:

Year	Total	Residual	Recyclates
2015-16	161,373	132,497	28,876
2014-15	156,844	130,072	26,772
2013-14	153,153	130,078	23,075
2012-13	151,961	129,457	22,504
2011-12	153,563	130,989	22,574

## Report of the Director of Finance to the meeting of Executive to be held on 19 July 2016.

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**H**

### Subject:

**Medium Term Financial Strategy 2017-18 to 2019/20 and beyond incorporating the Efficiency Plan**

### Summary statement:

The Medium Term Financial Strategy focuses on how the Council intends to respond to the forecasted public sector funding reductions as a result of the on-going austerity measures imposed by the Government's spending plans. It sets out the approaches and principles the Council will follow to ensure the Council remains financially viable and delivers on its priorities.

The Plan also forms the basis of the Council's Efficiency Plan for the next four financial years.

The next four years already contained a series of potentially significant changes to the structure of the Council and the services it will be responsible for and what it can provide. Many of these changes are still at consultation stage which brings additional complexity when predicting the future. However, the result of the EU referendum has added a further layer of uncertainty to prospects of stability in local government finances.

The forecast identifies further savings of £11.5m in 2017/18 in addition to the £24.2m agreed in February 2016. In the following year the gap increases to £32m in 2018/19 and then up to £109.5m by 2022/23.

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Stuart McKinnon-Evans  
Director of Finance

**Portfolio: Leader and Corporate**

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



City of Bradford  
Metropolitan District Council



## **1. SUMMARY**

1.1 In the medium term the landscape of local government service provision could totally shift through a series of potential changes announced collectively in the Spending Review 2015, Local Government Settlement and the Chancellor's Budget Statement in March 2016. The Medium Term Financial Strategy (MTFS) does however set out the financial envelope for the Council to deliver its key priorities as set out in the revised Corporate Plan. The result of the EU referendum has increased the uncertainty facing local government finances. The Chancellor has indicated that there will not be an immediate emergency budget but that there may need to be an adjustment to deal with issues following the referendum result. Any such adjustment through a Budget would be in the autumn. The impact on local government finance is not known and this forecast has not built in any adjustments to the local government finance envelope as a result of the EU referendum result.

1.2 The key outcomes that underpin the financial planning of the Council are:

- Good schools and a great start for all our children
- Better skills, more good jobs and a growing economy
- Better Health and better lives
- Safe, clean and active communities
- Decent homes that people can live in

1.3 The MTFS shows a continuing reduction in the size of the Council's financial envelope and identifies an immediate need to identify revenue savings of a further c£11.5m in order to set a balanced Budget in February 2017. The gap rises to £32m in 2018/19 and continues to widen to £109.5m by 2022/23.

1.4 Appendix 1 section 3.1 contains details of the key risks associated with the forecast. Clearly the recent result of the EU referendum has introduced immediate and unquantifiable uncertainty to the future of local government finances. The key risk is the deterioration of the national economy which could lead to further austerity measures imposed on local government.

The biggest uncertainties that could affect the Council finances post April 2020 are the state of the national economy and in particular the current reforms on local government finance which include business rate reforms, academisation and the restructure of the New Homes Bonus.

1.5 The Council has the opportunity to apply for a multi year settlement which will provide a certain level of comfort on the rate of decline of the Revenue Support Grant (RSG). Annex D to Appendix 1 of this report forms the basis of the Efficiency Plan the Council is required to prepare if it chooses to apply for the multi year settlement.

## **2. BACKGROUND**

2.1 The MTFS forms part of the Council's planning and performance framework, and provides the context for the more detailed budgeting process.

- 2.2 The MTFS is refreshed each year to give a rolling three year assessment of the fiscal environment, after the close of the previous year, and before the budgeting round commences. It also provides a forecast for a further three years but due to the current work on reforming local government finances these further three years are based on the current financial system.
- 2.3 The MTFS (Appendix 1) comprises three sections
1. Purpose, priorities and principles – page 2
  2. Medium Term Financial Forecast and Gap Analysis – page 4
  3. Risks associated with the forecast – page 7

Followed by a series of annexes

Annex A	Current Cost and Resource Structure and savings delivered
Annex B	Expenditure Forecast Assumptions
Annex C	Resource Forecast Assumptions
Annex D	Efficiency Plan (to support application for a multi year settlement)

### **3. OTHER CONSIDERATIONS**

- 3.1 The MTFS is typically affected by Forward Plan decisions being considered by Executive and Council which have material financial implications. In addition national policy changes can also have a significant impact on the MTFS.

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

- 4.1 The MTFS is a financial and resource appraisal.

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

- 5.1 The principal risks arising from the strategic assessment emerge from:
- the sensitivity of financial estimates to actions beyond the immediate control of the Council, in particular Government decision on local authority financial regimes and spending levels. This is particularly significant for this forecast given the National reforms currently being considered
  - the capability of the Council to influence Council Tax and Business Rates
  - the impact on the economy and any resulting adjustment to the local government financial envelope resulting from the EU referendum vote to leave the European Union.

### **6. LEGAL APPRAISAL**

Non specific

### **7. OTHER IMPLICATIONS**

## 7.1 EQUALITY & DIVERSITY

Non specific

## 7.2 SUSTAINABILITY IMPLICATIONS

Non specific

## 7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Non specific.

## 7.4 COMMUNITY SAFETY IMPLICATIONS

Non specific.

## 7.5 HUMAN RIGHTS ACT

Non specific.

## 7.6 TRADE UNION

Non specific.

## 7.7 WARD IMPLICATIONS

Non specific.

## 8. NOT FOR PUBLICATION DOCUMENTS

None.

## 9. OPTIONS

- 9.1 The two options to consider are whether the Council wishes to apply for the multi year settlement or reject the offer. In simple terms the multi year offer will fix the Revenue Support Grant (RSG) up to and including 2019/20. Annex C section 1.1b sets out the RSG on offer but is replicated here:

<b>Forecasted RSG from multi year settlement</b>	2017/18	2018/19	2019/20
	£'m	£'m	£'m
RSG included in the forecast	62.8	48.5	34.1

The multi-year settlement guarantee is subject to unforeseen circumstances and the EU referendum vote to leave the EU will undoubtedly be classed as such an event. However, it is too early to say whether any autumn budget will affect the multi-year offer.

- 9.2 Interest in accepting the multi year offer will only be considered if a link to a published efficiency plan is received by 5pm Friday 14<sup>th</sup> October 2016.

Those councils that chose not to accept the offer, or do not qualify, will be subject to the existing yearly process for determining the local government finance settlement.

Allocations could be subject to additional reductions dependant on the fiscal climate and the need to make further savings to reduce the deficit.

At present we do not expect any further multi-year settlements to be offered over the course of this parliament.

- 9.2 Option 1 – Accept the multi year deal. This option will at least give a limited amount of comfort as to the rate at which RSG will fall and the Council can then plan accordingly. The MTFs assumes that RSG will fall to zero by April 2020 in line with Government announcements. By accepting the multi year settlement the Council would not be locking into a source of funding that would potentially increase.

Option 2 – Reject the multi year deal and be subject to the annual settlement announcement.

- 9.3 Given the size of the budget gap to close, as indicated by this MTFs, then an element of certainty over the next three years on a funding stream will help in planning to address the budget gap. It is considered extremely unlikely that by locking into the RSG there would be a missed opportunity for an increase in RSG even if there was a change in government.

- 9.4 Having considered the two options it is recommended that the Council applies for the multi-year settlement based on this MTFs and in particular the Efficiency Plan at Annex D. The position will be reviewed up to 14<sup>th</sup> October 2016 to ensure that if any new information comes to light, (for example further austerity measures as a result of the EU referendum vote to leave the EU), this can be taken into account before submitting the application for the multi-year settlement.

## **10. RECOMMENDATIONS**

- 10.1 That Executive consider the Medium Term Financial Strategy as an assessment of the Council's financial outlook to 2019/20 and beyond, and a framework for it to remain financially viable and deliver sustainable public services in line with its priorities using the principles contained in the Efficiency Plan (Annex D).
- 10.2 That Executive recommends the updated and revised Medium Term Financial Strategy at Appendix 1 of this report be forwarded to Council for approval.
- 10.3 That Executive recommends, subject to Council approval, to delegate to the Chief Executive, in consultation with the Leader, to apply to take up the multi-year settlement supported by the Efficiency Plan at Annex D based on their assessment of whether this will be in the best interests of the Council.

**11. APPENDICES**

- 11.1 Appendix 1 Medium Term Financial Strategy 2017/18 to 2019/20, including the annexes to the Strategy.

**12. BACKGROUND DOCUMENTS**

- 12.1 Council Budget Report 25<sup>th</sup> February 2016 Document R



**City of Bradford Metropolitan  
District Council**

**Medium Term  
Financial Strategy & Efficiency Plan**

2017/18 – 2022/23

# PURPOSE, PRIORITIES AND PRINCIPLES OF THE MEDIUM TERM FINANCIAL STRATEGY (MTFS)

## 1.1 Purpose and priorities

The MTFS sets out how the Council intends to respond to:

- the forecasted size of the financial challenge it faces in both the medium and longer term (Medium Term Financial Plan – Annex A)
- the constraints of the national and local landscape
- the risks to financial resilience.

In the current financial climate the Council's principal financial aim is to remain viable so that it continues to work with partners, other organisations, residents and communities to deliver positive outcomes on its priorities of:

- Good schools and a great start for all our children
- Better skills, more good jobs and a growing economy
- Better Health and better lives
- Safe, clean and active communities
- Decent homes that people can afford to live in.

To remain affordable and deliver sustainable public services, the MTFS has four main objectives;-

- Continue the trend of recent years to manage down the Council's recurrent cost base in line with reductions in overall resources
- Maintain income levels and increase them where possible, including growing the Council Tax and Business Rates tax base
- Prudently use unallocated reserves and balances to smooth the transition to a lower cost base and accommodate unforeseen challenges, and ensure that longer term liabilities and risks are adequately covered
- Seek to benefit from public service reform

## 1.2 Approach and principles

The MTFS is consistent with the priorities the Council is pursuing, as articulated in the District Plan and the Council Plan.

The principles that will influence the choices the Council will make in the future are summarised below

- **Enabling Community Leadership** – a culture and system of governance which is vibrant inclusive and democratic.
- **Working closely with partners** - maintain cost-effective partnerships, through pooling resources and collaborating with various organisations in the District

- **Reducing demand, changing expectations and behaviour -**
  - managing and reducing demand for services through changing citizen's behaviour, recognising that people have responsibilities as well as rights.
  - changing public expectations about the level and scope of Service they can expect from the Council and the role they can play in helping achieve positive results for themselves, their families, communities and the District.
  
- **Investing in prevention and early intervention** – taking action early to stop problems getting worse or from happening in the first place.
  
- **Reducing inequalities and tackling poverty** – targeting resources where they are most needed to address inequalities and poverty.
  
- **Devolution** - to ensure the Council can operate effectively at neighbourhood, District and regional level. The Council's approach shaped by the outcome of devolution.
  
- **Productivity and Value for Money** - making sure that services give value for money and maximise the potential of all the District's assets, be they in the public, private or third sectors or within the community.

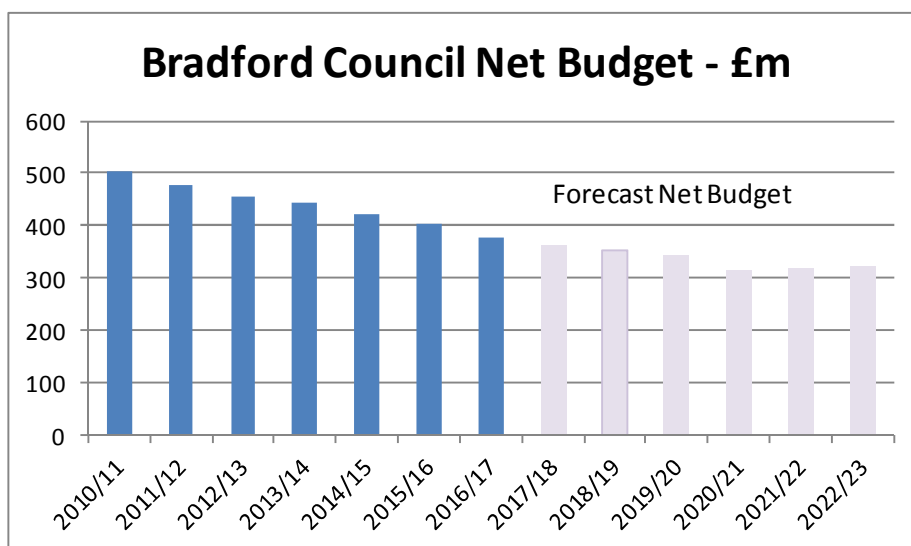
A robust performance management framework arrangement will make sure value for money, sustainability, efficiency gains and the effectiveness of resource allocations can be demonstrated across all Council services, partnerships and commissioned service delivery; and that mechanisms are in place by which performance against these can be measured and managed. This will provide an increasingly sophisticated understanding of performance against district wide and local priorities set within the context of the financial outlook.

This forecast is based on a series of assumptions which are detailed in Annexes B and C. It starts from the current financial structure of the Council, which is analysed in more detail at Annex A.

The strategy and principles set out above lay down the framework and constraints for the next stage in the continuous cycle of operational and financial planning. Annex D shows the Efficiency Plan to meet the financial planning challenge.

## MEDIUM TERM FINANCIAL FORECAST AND GAP ANALYSIS

- 2.1 The medium term and longer term forecasts set out in Table 1 and Table 2 derive from comparing forecast expenditure assuming no changes to current plans, with forecast income, to give a deficit to be managed out through budget decisions.
- 2.2 The starting point for the Forecast is the current financial structure of the Council, which is analysed in Annex A. It also assumes that the Service and non-Service savings approved by Council, covering 2016/17 and part of the gap for 2017/18 will be achieved in full (£68.8m).
- 2.3 Forecast cost structure and forecast future resources are affected by a number of factors, some that are within our control and others that are not. However, given the announcements in the Local Government Settlement and March 2016 Budget there are significant changes planned for local government finance but the early stage of these developments mean that the impact on Bradford is currently unknown. These developments are set out in more detail in Annex C. In Annex B the material factors that are likely to affect the Council's spending forecasts are set out.
- 2.4 This Forecast is also the platform for the Efficiency Plan (Annex D) of the Council in order to secure the multi year settlement on the Revenue Support Grant of which 2016/17 is the first year. This forecast therefore covers in detail the period up to 2019/20 but also projects for a further three years up to 2022/23. Given the uncertain nature of the local government financial landscape post April 2020 clear assumptions are set out.
- 2.5 In 2010 the Council's adjusted net budget was in the region of £500m, it is now £378m. Given that core grant is expected to disappear by April 2020 the Council is using a working assumption that the net budget will be c£300m in current prices by 2020/21.



- 2.6 In the five years from the beginning of 2011/12 to 2015/16 the Council has implemented a series of reductions to its net budget of £172.6m. Further reductions of £45.6m (including £1.0m of further Public Health grant cuts) are being applied during 2016/17 taking the total reductions to £218.2m.

- 2.7 On 25 February 2016 the Council agreed further savings for 2017/18 of £24.2m. Assuming that the Council raises Council Tax in 2017/18 by 1.99% and also applies the social care precept of 2% in full, the deficit still to be closed in 2017/18 is forecast to be £10.3m.
- 2.8 Initial projections are that it is expected that austerity will have ended and the Council net resources will start to increase again from 2021/22 however, there will still be a cumulative gap of £110m by 2022/23. Clearly the result of the EU referendum has brought further uncertainty and it is too early to understand the implications of this vote. The Chancellor has announced that any adjustment to public finances will be deferred until the Office for Budget Responsibility has updated its forecast in the autumn and any new budget would not be implemented until there is a new Prime Minister. This forecast has not incorporated any fresh assumptions into the financial outlook and if the position materially changes the financial outlook will be updated after any new autumn Budget has been published.

**TABLE 1 CUMULATIVE THREE YEAR MEDIUM TERM FORECAST**

	<b>2017-18 Forecast £'000</b>	<b>2018-19 Forecast £'000</b>	<b>2019-20 Forecast £'000</b>
<b>NET EXPENDITURE</b>			
2016/17 Base Budget	378,045	378,045	378,045
Reversal of non recurring investment	(1,478)	(2,643)	(2,643)
Full year effect of recurring pressures	500	500	500
<b>Sub total</b>	<b>377,067</b>	<b>375,902</b>	<b>375,902</b>
<b>FUNDING CHANGES</b>			
Education Services Grant	4,668	5,850	5,850
Independent Living Fund	68	131	190
Local Council Tax Support and Housing Benefit Admin	300	600	900
Local Reform and Community Voices	25	48	48
New Homes Bonus Grant	2,081	4,800	5,015
Return of New Homes Bonus Top Slice	(2,045)	0	0
Dedicated Schools Grant	931	1,413	4,020
Better Care Funding to protect Adult Social Care	(4,189)	(4,189)	(4,189)
S31 grants	(8)	(143)	(177)
Public Health Grant	1,085	2,201	3,288
Sub total	2,916	10,711	14,945
<b>INFLATION</b>			
Pay Award, (1.0% up to 2019/20, 2.0% thereafter)	2,164	4,350	6,558
National Living Wage	0	800	2,700
Contract Price Indexation (1.5% in 2017-18, 2.0% thereafter)	3,048	7,427	11,896
Income (0.5%)	(441)	(885)	(1,331)
Employers LGPS Contribution	2,640	2,640	2,640
<b>Base Net Expenditure Requirement</b>	<b>387,394</b>	<b>400,945</b>	<b>413,310</b>
Demographic Pressures in Adults	1,500	3,000	4,500
Adult Social Care Services costs funded by BCF	4,189	4,189	4,189
Additional Adult social care costs funded by precept	3,271	3,306	3,341
2016/17 Budget decisions	(24,242)	(24,242)	(24,242)
Public Health reduction expenditure in line with reduced grant	(1,085)	(2,201)	(3,288)
Apprenticeship levy	1,000	1,000	1,000
One off pressures	1,005	0	0
Transitional Funding	(745)	(980)	(980)
<b>Net Expenditure Requirement</b>	<b>372,287</b>	<b>385,017</b>	<b>397,830</b>
<b>RESOURCES</b>			
Localised Business Rates	(72,097)	(76,238)	(77,763)
Top Up Business Rate Grant	(58,162)	(59,877)	(61,791)
Revenue Support Grant	(62,849)	(48,539)	(34,054)
Use of Reserves - Earmarked	(355)	(120)	(120)
Council Tax Income	(167,266)	(168,200)	(169,134)
<b>Total resources</b>	<b>(360,729)</b>	<b>(352,974)</b>	<b>(342,862)</b>
<b>Budget shortfall</b>	<b>11,558</b>	<b>32,043</b>	<b>54,968</b>
<b>Memorandum</b>			
Council tax base	134,255	135,005	135,755
Council tax Band D	£1,245.88	£1,245.88	£1,245.88

**TABLE 2 CUMULATIVE SIX YEAR OUTLOOK**

	2017-18 Forecast £'000	2018-19 Forecast £'000	2019-20 Forecast £'000	2020-21 Forecast £'000	2021-22 Forecast £'000	2022-23 Forecast £'000
<b>NET EXPENDITURE REQUIREMENT</b>	<b>372,287</b>	<b>385,017</b>	<b>397,830</b>	<b>410,253</b>	<b>420,714</b>	<b>431,480</b>
<b>RESOURCES</b>						
Localised Business Rates	(72,097)	(76,238)	(77,763)	(79,318)	(80,904)	(82,522)
Top Up Business Rate Grant	(58,162)	(59,877)	(61,791)	(63,645)	(65,554)	(67,521)
Revenue Support Grant	(62,849)	(48,539)	(34,054)	0	0	0
Use of Reserves - Earmarked	(355)	(120)	(120)	0	0	0
Council Tax Income	(167,266)	(168,200)	(169,134)	(170,069)	(171,003)	(171,938)
<b>Total resources</b>	<b>(360,729)</b>	<b>(352,974)</b>	<b>(342,862)</b>	<b>(313,032)</b>	<b>(317,461)</b>	<b>(321,981)</b>
<b>Budget shortfall</b>	<b>11,558</b>	<b>32,043</b>	<b>54,968</b>	<b>97,221</b>	<b>103,253</b>	<b>109,499</b>
<b>Memorandum</b>						
Council tax base	134,255	135,005	135,755	136,505	137,255	138,005
Council tax Band D	£1,245.88	£1,245.88	£1,245.88	£1,245.88	£1,245.88	£1,245.88

**RISKS ASSOCIATED WITH THE FORECAST**

3.1 A series of potential changes announced collectively in the Spending Review 2015, Local Government Settlement and the Chancellor's Budget Statement in March 2016 inevitably means the numbers of uncertainties, sources of risk attached to the forecast are significant.

- The impact of national economic performance public sector finance following the result of the EU referendum to leave the EU.
- The buoyancy of the local economy
- Fundamental review of relative needs of local authorities in a national funding regime
- Business Rates Review process, 2017 Revaluation, appeals against the rating list and future increases in the Business Rate multiplier
- Integration of health and social care, the financial health of the NHS, and the ability and willingness of the NHS to fund social care
- Inflation – a 1% variance in pay equates to £2.2m and a 1% change in prices would have a £2.1m impact on expenditure assumptions
- Treasury management – the extent to which cash balances will drive the need to borrow to finance capital investment
- Change management risk, and the deliverability of existing budget decisions
- Liabilities that may arise from conversion of schools to academies
- Contractual risk

- What devolution, regional and other aspects of public sector reform will mean for Bradford
- Impact of demographics in terms of both additional demand and additional growth
- The potential costs of transition and restructuring
- Outcome of the New Homes Bonus reforms
- Triennial valuation of the local government pension scheme



## 4.1 ANNEX A: CURRENT COST AND RESOURCE STRUCTURE AND SAVINGS DELIVERED TO DATE

To put the size of the challenge facing the Council into context an understanding of the current cost, resource base and savings delivered to date is required.

### a) Cost Base

Whilst the Council continues to have overall accountability for close to £1.3bn of spend, it cannot spend directly £419m which is controlled by schools. This leaves, in 2016/17, a gross expenditure budget of £846m (£378m net expenditure) to fund non school activity.

2016/17	Gross Expt	Net Expt
	£m	£m
Council Services	846.1	378.0
Schools	419.5	0
	1,265.6	378.0

If the £178m spent on benefit payments, the £34m required to meet the cost of the long term PFI contracts, the £24m levy paid to the West Yorkshire Combined Authority (WYCA), the £44m that must be spent on Public Health activity and the £42m capital financing budget are excluded from the gross expenditure budget, this leaves a much smaller gross cost base, £524m, from which to drive out further savings.

Whilst the Net Budget today is £378m, by 2022-23 it is forecast to be just under £322m. That's a 15% drop from today in the amount of cash available to fund services which will continue to be subject to some inflation and increases in demographic-led demand.

Of the net budget of £378m almost one third is allocated to Adult Services. This emphasises that if the Council is going to balance its books in the long term and make sure the services it provides are sustainable, controlling demand and spend on Adult and Integrated Health Care is key.

2016/17 Budget	Gross £m	Net £m	% of net budget
Adults and Community Services	154.3	116.4	30.8%
Children's Services	570.9	71.3	18.9%
Capital Financing, WYCA and contingency	75.7	70.4	18.6%
Environment & Sport	91.5	45.4	12.0%
Regeneration	83.2	36.5	9.7%
Department of Finance	210.1	21.3	5.6%
Travel Assistance	7.1	6.9	1.8%
City Solicitor	8.2	6.0	1.6%
Human Resources	7.6	5.5	1.5%
Chief Executive	4.3	4.2	1.1%
Public Health	45.7	0.6	0.2%

Non Service	7.2	(6.7)	-1.8%
	<b>1265.7</b>	<b>378.0</b>	100.0%

A different way of presenting the budget is by the Council Outcomes that will be used for the Outcome Based Budgeting exercise. This is an initial analysis and the definitions and criteria for allocating costs to each outcome will be refined as the process progresses.

Outcome	Gross £m	Net £m	%of net budget
Better health and better Lives	450.5	173.6	46%
Enablers	96.2	53.7	14%
Fixed	48.7	48.4	13%
Better skills, more good jobs and a growing economy	96.7	45.0	12%
Safe clean, active communities	59.7	38.1	10%
Good schools and a great start for all our children	510.4	17.0	4%
Decent homes that people can live in	3.5	2.2	1%
	<b>1265.7</b>	<b>378.0</b>	<b>100%</b>

The analysis illustrates that 46% of the budget relates to personal type services which will undoubtedly lead to some difficult choices through the budget process.

## b) Resource base

The Table below shows that in 2016/17, 60% of the Council's net expenditure is funded from Council tax (43%) and locally retained Business Rates (17%). As explained in Annex C there is currently work being undertaken on the development of the business rates reforms. These reforms are expected to be implemented by April 2020. At the time of writing DCLG have had no information that 2017 rates retention legislation will have to make way for EU exit legislation. Given the significance of these reforms the analysis below has projected on the basis of the current system continuing post April 2020 on the basis of consistency and overwhelming uncertainty on what the reforms might mean.

Sources of Funding in 2016/17	Gross £m	%	Net £m	%
Schools Grants	419.5	33%	-	0%
Other Government Grants	293.6	23%	-	0%
Revenue Support Grant	83.9	7%	83.9	22%
Fees, Charges, Contributions	174.5	14%	-	0%
Council Tax and previous year surplus	161.9	13%	161.9	43%
Business Rates and previous year deficit	63.7	5%	63.7	17%
Government "Top Up" Grant	57.0	5%	57.0	15%
Use of Reserves	11.4	1%	11.4	3%
	<b>1265.7</b>	<b>100%</b>	<b>378.0</b>	<b>100%</b>

Please note totals may not add up due to rounding differences

Looking at the prospective composition of the Council's net budget today compared to six years time (see the table below) the points to make are:

- Government Revenue Support Grant today is £84m. It drops steeply over time, and forecasted to reach zero in 2020-21

- Whilst the Council might choose to increase Council Tax current rules require a referendum for increases above 2%. There is also now the power to raise additional sums for Adult Social Care via a social care precept of up to 2%
- Council Tax income today makes up 43% of the net budget. It rises to 54% by 2022/23
- Localised business rates are around £72m today – the aim is to grow them to £82m by 2022/23, around 14%.

**Prospective Composition of Funding of Council Net Budget £m (before any business rate reform)**

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m	£m	£m
Revenue Support Grant	84	63	49	34	0	0	0
Localised Business Rates†	64	72	76	78	79	81	82
Government Top Up Grant	57	58	60	62	64	65	68
Collection Fund Balance	2	0	0	0	0	0	0
Use of Reserves	11	0	0	0	0	0	0
Council Tax	160	167	168	169	170	171	172
<b>Total</b>	<b>378</b>	<b>360</b>	<b>353</b>	<b>343</b>	<b>313</b>	<b>317</b>	<b>322</b>

**Prospective Composition of Funding of Council Net Budget% (before any business rate reform)**

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m	£m	£m
Revenue Support Grant	22%	18%	14%	10%	0%	0%	0%
Localised Business Rates	17%	20%	22%	23%	25%	26%	25%
Government Top Up Grant	15%	16%	17%	18%	20%	21%	21%
Collection Fund Balance	1%	0%	0%	0%	0%	0%	0%
Use of Reserves	3%	0%	0%	0%	0%	0%	0%
Council Tax	42%	46%	48%	49%	54%	54%	53%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

† 2016/17 business rates are suppressed due to deficit on collection as a result of successful appeals on GP surgeries  
Please note totals may not add up due to rounding differences

The clear message as the Council is required to absorb further reductions in Government funding is that the Council's ability to grow both its local council tax base and local business rates base in order to sustain services and deliver on priorities will take on increasing significance.

**c) Savings delivered to date**

Six consecutive years of reductions in Government funding, and inflationary and demographic pressures have required the Council to make savings over the period of £218.2m.

	2011-12	2012-13	2013-14	2014-15	2015/16	2016/17	Total
	£m	£m	£m	£m	£m	£m	£m
Savings	48.7	28.5	26.1	31.8	37.5	45.6	218.2

By 2022/23 it is estimated that to balance the books over £109m more in savings and additional income (29% of the current net budget) will have to be found – on top of the

£218.2m already made and increases in Council tax.

To date the Council has absorbed a disproportionate share of Government funding reductions and protected basic services. The Council will continue to focus on reducing costs and improving efficiency and productivity but finding new savings totalling 29% of the current net budget may mean that it will no longer be possible to protect all frontline services.

## **ANNEX B: EXPENDITURE FORECAST ASSUMPTIONS**

### **1.1 Inflation**

#### **a) Pay**

Although the Council does not receive any specific funding for pay awards an amount equivalent to 1.0% for 2017/18 and for each year up to 2019/20 has been included in the calculations. From 2020/21 the pay award has been assumed to be 2.0% p.a. Services are expected to absorb incremental increases.

#### **b) Non Pay**

The Bank of England published their forecast of CPI in May 2016, which indicated that inflation would increase to 2% by the end of 2017/18. Given this, an inflation rate of 1.5% has been assumed for contract inflation as the average rate during 2017/18, levelling off at 2.0% in future years. As there is a fixed price contract in place until April 2018 for waste disposal no price increases have been provided for waste disposal in 2017/18. Premises and Transport costs have been increased by 2% in all years.

In recognition of current low levels of inflation, all Services inflation increases to their income budgets are factored in 0.5% per annum.

### **1.2 Pension Contribution Rates**

The next Actuarial Valuation will take place in December 2016. Employers' pension contribution rates have been fixed at 14.2% until the end of 2016/17. The forecast assumes that further provision will have to be made in 2017-18 to address the service pension deficit. An increase of 1% on the Employers' contributions has been incorporated into the forecast. Following the referendum vote to leave the EU the gilt yields have fallen. If the gilt yields do not recover then this will have implications for the pension deficit as the gilt yields are used as a benchmark for calculating LGPS fund liabilities. Similarly, if the fall in share prices remains this will have a negative impact on the triennial valuation.

### **1.3 Demand-Led Service Pressures**

As in previous years an extra £1.5m p.a. has been included to reflect the increased pressure on Adult Social Care services from demographic trends.

In addition £0.5m has been included to reflect the likely loss of income from recycling contracts that are due to expire at the end of 2016/17. The loss of income is due to falling market prices for recyclates.

### **1.4 West Yorkshire Combined Authority (WYCA)**

From 1st April 2015 the WYCA began operations overseeing strategies for growing the economy, creating jobs, developing new affordable homes and improving the transport network. Whilst in 2016/17 the levy paid to the WYCA by the Council was increased by a

relatively small amount £65k, discussions as to how to bridge the gap between the aspiration to deliver a £1.4bn Transport Fund compared to the Government's commitment of £1bn over 20 years may result in an increase in contributions by local Councils from 2016/17. No such increases have been factored into the Forecast. The initial forecast of District Council levies indicated a further £1.3m p.a. would eventually be required from Bradford by 2024/25. The levy would steadily increase by an average £140kp.a.

### 1.5 Service and Non Service Saving Proposals

The Forecast assumes that the Service and Non Service savings of £68.8m, approved by Council, covering 2016/17 and part of the gap for 2017/18 will be achieved in full. If the tracking of these savings identifies this not to be the case, the Forecast assumes Services will absorb the shortfall through compensating savings.

### 1.6 Health Sector Reforms

Sustainability and Transformation Plans (STPs) are being developed in collaboration with the NHS to tackle financial, care quality and health challenges. No allowance has been made in this MTFs for any impact of financial, organisational or service delivery changes arising from those plans.

### 1.7 Better Care Fund (BCF)

The 2016/17 Base Budget includes a £4.2m contribution from the Better Care Fund to support Adult Social Care Services. The forecast is reliant on this funding continuing. The Final Local Government Settlement provided an estimate for an Improved Better Care Fund that recognises the fact that some local authorities with a low council tax will not be able to raise as much from the social care precept as those with a high council tax base. Part of this Improved BCF is likely to be funded through the reductions to the amounts of New Homes Bonus paid.

The indicative amounts included in the Final Local Government Settlement are set out below:

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Improved Better Care Fund	0	0	1.6	9.9	17.2

Source: Final core spending power supporting information published by DCLG Feb 2016

It is not clear whether this money will be paid directly to local authorities. None of the Improved BCF monies have been included in this forecast.

As Adult Social Care represents nearly one third of the Council's net budget it is inevitable that further cuts will have to be made in this area. The scale of such cuts depends to some extent on the level of additional BCF the Council receives.

### 1.8 Care Act 2014

The Care Act 2014 brings a number of challenges to the Council but until further

information is available the forecast takes a neutral stance in terms of the impact of the new cap on care costs.

### **1.9 Independent Living Fund**

For 2016/17 the Council will receive a grant of £2.1m for the administration of the Independent Living Fund (ILF). A modest 3.5%p.a. reduction in the ILF grant has been forecast over the period of this forecast in line with the indicative allocations.

### **1.10 Living Wage**

The Council had previously introduced a local living wage from 1 October 2015 of £7.85 per hour as a non consolidated supplement to pay. In the July 2015 Summer budget the government announced that a new compulsory National Living Wage (NLW) will come into effect for workers age 25 and above on 1<sup>st</sup> April 2016 at the rate of £7.20 per hour. A report to Executive on 3 November 2015 "Introduction of the Compulsory National Living Wage" included the estimated cost of the introduction of the National Living Wage on the Authority. Amounts have been included in the forecast based on the NLW rising to £9.00 per hour by 1920/21. The potential liabilities for this will start to be felt in 2018/19. As a result amounts have been built into the forecast from 2018/19 for the pressure on the Council pay bill based on information contained within the report "AE" presented to Executive in November 2015.

### **1.11 Devolution**

At the time of writing, discussions were underway between senior Leaders of the Regions, Councils and Government about a devolution agreement. Whether these negotiations will slow down or even stop following the EU referendum vote to leave the EU is unclear. For the purposes of the Forecast in this document, no assumptions, either positive or adverse have been made about the financial consequences of such a deal.

### **1.12 Apprenticeship Levy**

A forecast of £1m p.a. has been included in the forecast for the introduction of Apprenticeship Levy from April 2017 for non schools pay. The levy is to be 0.5% of the total pay bill. As the criteria for eligible apprenticeships have not been fully worked through no income returned from the levy has been assumed in this forecast.

## ANNEX C: RESOURCE FORECAST ASSUMPTIONS

### 1.1 National influences

The Local Government Settlement and the Chancellor's March 2016 budget have both outlined that further austerity measures will be applied during the remainder of this current Parliament. There are several reviews and consultations taking place that will affect local government financing over the period covered by this forecast but as these have not yet concluded there is more uncertainty than in previous years. The reviews and consultations are referenced in the appropriate sections below.

The EU referendum vote to leave the EU brings further uncertainty and it is unclear whether there will be an adjustment to local government finances or what the size of any such adjustment may be. No adjustments have been made to this forecast but the situation will be under constant review during the budget setting process.

The 2016/17 change in Bradford's core spending power was a reduction of 3.6% compared to an average of 2.3% for England. By the 2019/20 the forecast core spending for Bradford will be a reduction of 1.9% compared to the national average of 0.4%. However, the 1.9% reduction assumes that an additional £17.2m of Improved Better Care Fund is paid to Bradford Council and that the Council raises a further £14.4m through the social care precept. This means that the level of spending reductions and reforms required in Bradford may be and perceived to be greater than elsewhere.

#### Bradford Core Spending Power

Source: Final core spending power supporting information published by DCLG Feb 2016

	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
Settlement Funding Assessment *	236.6	211.4	192.8	182.3	172.1
Council Tax, of which:	150.1	159.1	169.4	180.5	192.6
<i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i>	150.1	156	162.9	170.3	178.2
<i>additional revenue from referendum principle for social care</i>	0	3.1	6.5	10.2	14.4
Improved Better Care Fund	0	0	1.6	9.9	17.2
New Homes Bonus†	9.6	11.4	11.5	7.2	6.9
<b>Core Spending Power</b>	<b>396.3</b>	<b>381.9</b>	<b>375.3</b>	<b>380.0</b>	<b>388.8</b>

\*2019-20 Settlement Funding Assessment has been modified to include a provisional tariff or top-up adjustment

†The New Homes Bonus is a pro-rata share of the assumed level of national control total for NHB using projected proportions of funding distributed to each authority for 2016/17. It is not therefore a forecast of the NHB likely to be received.

#### a – Review of Relative Need

A fundamental review of the relative need of local authorities is being undertaken for implementation in 2020. The relative need determines the baseline for the Settlement Funding Assessment, in other words it sets out how the pot of local government funding may be split. The baseline need is currently determined by the 2013/14 four block model, specific grants rolled into the Revenue Support Grant and subsequent funding reductions. The current four block model was frozen at 2013/14 and is derived from a Central Allocation (on a per capita basis), Relative Need (a combination of relative need measures), Relative Resource (council tax collected) and Damping (to restrict gains or



losses).

The fundamental review of the relative needs is being undertaken by the Technical Working Group that reports into the Business Rates Retention Steering Group. The review will tackle some fundamental questions about need and how to measure it. A review on this scale has not been undertaken for a decade. A call for evidence was issued by DCLG on 5<sup>th</sup> July 2016 with responses due by 26<sup>th</sup> September 2016.

It is likely that any gains or losses will be reflected through the top up/tariff adjustment. Bradford may gain or lose from this fundamental review but for the purposes of this forecast a neutral position has been adopted.

### **b– Revenue Support Grant (RSG) (10% of 2016/17 gross funding excluding schools and 22% of 2016/17 net expenditure)**

The Final 2016/17 Local Government Settlement announced in February 2016 provided the opportunity for local authorities to apply for a multi year settlement up to and including 2019/20. In essence the multi year settlement only covers the Revenue Support Grant (RSG) and the rate of reduction during that period and it may be adjusted due to unforeseen circumstances. Clearly the result of the Brexit vote will be classed as an unforeseen event in relation to the multi year settlement. The Chancellor has announced that he will await the Office for Budget Responsibility’s forecast on the economy in the autumn and following that there may be an Autumn Budget. It is not known whether this will lead to further austerity measures or if such measures are implemented whether they will be directed towards local government. This forecast therefore assumes that the multi year settlement is still on offer.

The Secretary of State for Communities and Local Government in his statement to Parliament on 8<sup>th</sup> February 2016 said “ultimately the Revenue Support Grant will disappear altogether, as we move towards 100% business rate retention.”

It is recommended that the Council applies for the multi year settlement and on that basis the indicative RSG published by DCLG has been included in this forecast. Annex D sets out the Council’s Efficiency Plan that underpins the application for the multi year settlement.

Forecasted RSG †	2017/18	2018/19	2019/20	2020/21
	£’m	£’m	£’m	onwards £’m
RSG included in the forecast	62.8	48.5	34.1	0

†Only 2017/18 to 2019/20 are covered by the multi year settlement

The profile of reduction suggests a sharp fall between 2019/20 and 2020/21. In order to reduce the severity of the reduction in RSG from 2019/20 to 2020/21 the Council could choose to implement cuts earlier in order to smooth the impact of the reduction.

### **c- Business Rates Retention**

The move to 100% business rates retention has been widely publicised and a Business

Rates Retention Steering Group has been established with government representatives and interested parties. It is being hosted by DCLG and the Local Government Association (LGA). In addition to the fundamental review of relative need there are also reviews on the NNDR baseline and new burdens associated with the move to 100% rates retention. A further two working groups are tasked with looking at these issues. A consultation on 100% business rate retention was launched by DCLG on 5<sup>th</sup> July 2016 with responses due by 26<sup>th</sup> September 2016.

Systems Design Working Group – this group is looking at the mechanisms needed to set up and run 100% business rate retention. It will cover many issues such as redistribution mechanisms, managing appeal risks, safety net, split between tiers of local government, amongst other issues.

A key task for this working group is to make recommendations on establishing the new NNDR baselines for local authorities. The baseline will determine the target level of business rates to be collected by the Council. Over recent years the Council has not achieved the target level of business rates and the effect of appeals has exacerbated the gap between the baseline and actual business rate income. The NNDR baseline is important as it is deducted from the Settlement Funding Assessment to derive the top up grant the Council receives.

It is not explicit from the papers released so far but it appears that there will not be a levy system for above target growth in future. The levy system was introduced to avoid local authorities with potential for high growth making large surpluses and the levies were used to fund the safety net for local authorities that failed to reach a set percentage of their business rates. If the levy system is abolished this will remove the incentive for business rate pools as it is the levy payable that is redirected into the local business rate pool rather than back to central government.

The NNDR baseline and mechanisms to be put in place for 100% business rate retention may lead to gains or losses for Bradford, independent to the review of relative needs. In this forecast it has been assumed that the NNDR baseline will be neutral for Bradford.

Responsibilities Working Group – this working group is reviewing the potential new burdens that will come with 100% business rate retention. It has been assumed that the move to 100% business rates retention will be fiscally neutral for HM Treasury so the new burdens will be offset by any increased share of the business rates income.

One issue that caused some concern was the extension of the Small Business Rate Relief for which local authorities are compensated for the loss of income by a s31 grant funded from central government's share of the business rate income. The Secretary of State for Communities and Local Government has indicated that when 100% business rate retention is introduced the new burdens will be adjusted to allow for the current s31 compensation.

Alongside the business rates reform there will also be a business rates revaluation introduced in 2017 which is likely to bring fresh appeals. Nothing has been factored into this forecast for the effect of the 2017 business rates revaluation.

To compare the proportion of the rateable value that attracts small business rate relief the NNDR1 2016-17 returns have been analysed. To aid comparison the small business rate

relief forecast to be given was divided by the small business rate multiplier to give an estimated rateable value of the properties attracting relief. The results of the analysis are shown in the table below:

**Comparison of Small Business Rateable Values as a proportion of Total Rateable Value**

Authority	Total Rateable Value £m	Small Business Rate Relief £m	Rateable Value on which relief given (rate relief ÷ 0.484) £m	Rateable Value attracting relief as a percentage of total Rateable Value %
Kirklees	281	13.8	28.4	10.1
Calderdale	158	6.9	14.2	9.0
Bradford	384	16.5	34.1	8.9
Wakefield	309	8.0	16.5	5.4
Leeds	918	16.8	34.7	3.8
Westminster	4,116	2.2	4.6	0.1
England	57,365	1,126.7	2,327.8	4.1

Source NNDR1 Returns 2016/17

The table on small business rate reliefs illustrate significant differences in the proportion of relief forecast between different local authority areas. Leeds and Bradford have similar monetary amounts of small business rate relief. However, for Bradford this represents 8.9% of the total rateable value compared to only 3.8% in Leeds. The comparison with Westminster is even starker.

Out of the 36 metropolitan boroughs/districts, Kirklees, Calderdale and Bradford have the highest percentage of rateable value attracting relief as a proportion of the total rateable values in their respective areas. This doesn't necessarily correlate to a vibrant, young entrepreneurial sector but is more likely to be a reflection of property values.

A breakdown of the composition of the rateable value shows that 28% of the business rate base is retail based with 18% categorised as industrial.

**Rateable value analysis by business type**

Property Type	Rateable Value	% of total
Shops, banks, post offices etc.	109,224	28%
Industrial	69,060	18%
Warehouses, stores etc.	54,985	14%
Offices	49,593	13%
Other commercial	34,318	9%
Education, training and cultural	32,891	9%
Other	33,952	9%
<b>Total</b>	<b>384,024</b>	<b>100%</b>

Macro economic issues clearly impact on the local economy but the biggest cause of volatility on the business rate income is caused by successful appeals. The business rateable values are set by the Valuation Office Agency (VOA) and any appeals against those valuations are heard by the VOA. The Council has no say in the appeal process. In 2015/16 a successful appeal on purpose built GP surgeries has led to a repayment of £14m of which the Council had to bear £7m.

A potential new power was suggested would become available to local government to cut the business rate multiplier going forward but such a power could quite easily become a race to the bottom and is also fraught with potential state aid implications.

## **d- Schools National Funding Formula and Academisation**

The Education Bill outlined in the Queen's speech will include:

- A new funding formula to deliver fair funding for every school and pupil in the country,
- New laws to expand the academies programme in the poorest performing local authority areas.

First stage consultations have now closed on the proposed Schools National Funding Formula and the responses will be used to inform the second stage consultation process. The first stage dealt with principles and general proposals so it is not possible at this stage to try to understand any change in the totality of funding into the Bradford District or in the distribution of funding between types of schools and academies.

The academisation programme will undoubtedly change the relationship of the Council with schools and hence the Council will need to carefully consider the activities it undertakes in respect of the education agenda.

The amount of Dedicated Schools Grant (DSG) is in the main passported directly to schools and therefore the transfers to academies, whilst affecting how the Council might undertake its duties in respect of education, will have a lesser effect on the net budget of the Council. However, there is an amount of DSG that is used to fund services provided by the Council and this has been forecast to decline as we move to a sector led model.

For the purposes of this forecast we have assumed that the Education Services Grant (ESG) will reduce to just £0.5m from 2018/19.

### **1.2 Local Influences**

#### **a) Business Rates (7% of 2016/17 gross funding excluding schools and 17% of 2016/17 net expenditure)**

As explained above the landscape for business rates is changing which makes the forecasting of the business rate income difficult. For the purposes of this forecast any changes to the national system are assumed to be revenue neutral to Bradford. However, as mentioned in section 1.1d above the academisation process will impact on business rate income as schools that convert to academy status will get mandatory relief as charities, which is estimated to be in the region of £3.1m.

For future years the MTFS assumes a minimum underlying level of growth in the Council's net Business rates yield consistent with an annual increase in Business rates multiplier capped at 2%.

In 2016/17 the Council is to receive £6.1m in Section 31 grants to compensate the Council for the loss of business rates income as a result of Business Rates Reliefs included in the March 2016 budget.

The Forecast assumes that the Council's current Discretionary Rate Relief continues in its current form and is not extended to include growth incentives.

The cost of appeals against the 2010 rating list continues to adversely affect the Council's Business Rates income. At 31 March 2016, based on information provided by the Government's Valuation Office Agency, there were 1918 appeals outstanding with a Rateable Value of £178m. To cover the cost of settling these appeals an estimated £12.2m has been provided for in the Business Rates Collection Fund. This has contributed to a deficit on the Business Rates Collection Fund at 31 March 2016. Bradford's share of which (49%) will be recouped in 2016/17 from locally retained Business Rates income in order to bring the Collection Fund back into balance.

The Council continues to commit to being a Member of the Leeds City Region Pool along with the other four West Yorkshire Authorities, Harrogate and York. The advantage of the pooling arrangement is that levy income generated by Leeds, Harrogate and York is retained in the region as opposed to being paid over to the Government. The future distribution of any levy income generated will be determined by the Leeds City Region Business Rates Joint Committee and is outside the scope of this Forecast.

The business rate reforms may lead to the levy being abolished which would remove one of the primary reasons for establishing a business rates pool.

**b Council Tax Levels (19 % of 2016/17 gross funding excluding schools and 43% of 2016/17 net expenditure)**

For 2016/17 the limit on raising council tax remained at 2% but a new power was introduced to raise up to an additional 2% in council tax through a social care precept, recognising the continued and growing pressure on the adult social care budget. With a 2016/17 Band D Council tax of £1,198.08 (including the social care precept of 2.0%) the Council continues to set one of the lowest Band D Council Taxes of all Metropolitan Districts.

In total the Council budgeted to raise £160m in Council Tax in 2016/17.

Any future increase in Council Tax will be consulted on as part of the Budget process. In February 2016 Full Council indicated a 3.99% Council Tax rise for 2017/18. This figure has been included in this forecast but no further Council Tax rises have been included for future years. If the Council Tax rise of 3.99% is not agreed for 2017/18 this would widen the gap for 2017/18 by a further £6.4m.

No Council Tax freeze grant was offered as part of the Final Local Government Settlement, which together with the social care precept is a significant shift in central government policy.

With early indications pointing to a growing number of new properties being built in the District the Council Tax base has been increased by an estimated 750 Band D properties in 2017/18 and a further 0.6% in subsequent years. This may prove to be a relatively cautious estimate and will be kept under review as the Local Plan is implemented.

It is important to understand the profile of the categorisation of properties in the District and the effect it has on limiting the revenue that can be raised through Council Tax increase compared to more affluent areas. The table below shows that 121,375 or 78% of

properties fall within bands below Band D. This clearly limits the amount of money that a rise in Council Tax will raise compared to other districts that have property profiles skewed to higher council tax bands.

**Council Tax Band Analysis 2016/17**

	<b>A*</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>Total</b>
Equivalent number of properties	86	55,461	34,158	31,670	15,031	10,845	5,196	3,306	232	155,985
Band D Ratio	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D Equivalent number of properties	48	36,974	26,567	28,151	15,031	13,255	7,506	5,509	464	133,505

The Council Tax Reduction Scheme (CTR) provides help with Council Tax for people on low incomes. As a result of more people being in employment the CTR awarded in the current year is reducing. This gives the Council the opportunity to either:-

- change the current CTR scheme by increasing the protection granted to vulnerable groups or reducing the percentage of Council tax residents on low income are expected to pay; or
- increase the Council Tax base included in the Forecast and reduce the funding gap identified in each year of the Forecast.

**2.1 Core Funding – specific grants**

In addition to the funding announced in the Final Local Government Settlement details of the main grants that will be paid to the Council have been announced which will be used to fund over £71m of the Council's gross expenditure, the most significant being the ring fenced Public Health Grant.

	<b>2016/17</b>
	<b>£m</b>
Local Council Tax Support and Housing Benefit Admin Subsidy	3.1
Public Health Grant	44.0
Education Services Grant	7.0
New Homes Bonus	11.2
Returned New Homes Bonus top sliced monies	0.3
Section 31 Business Rates Compensation	
Small Business Rates	4.1
Top Up and Multiplier 2% Cap	1.9
Retail Reliefs	0.1
<b>Total</b>	<b>71.7</b>

Lead Local Flood Authority grant and Adult Care Act New Burdens grant have been rolled into the RSG as part of the 2016 Final Settlement.

**a) Public Health**

To cover the cost of public health services delivered by the Council, the Department of Health will pay the Council a ring fenced grant of £44.0m in 2016/17 which includes the full year effect of district health visiting responsibilities which transferred to the Council on 1 October 2015. The Head of Public Health England has indicated the probable level of cuts to the Public Health grant up to and including 2019/20. These cuts have been included in this forecast. This means future contract inflationary pressures will have to be absorbed from the within the Public Health grant.

It is thought that with the introduction of 100% retention of business rates that the Public Health grant will disappear and become part of the new burdens to be funded by business rates. This forecast assumes that the level of Public Health funding will remain cash flat post 2020.

**b) Education Services Grant (ESG)**

The Council and Academies in the District are allocated an Education Services Grant (ESG) on a per pupil basis according to the number of pupils for whom they are responsible. There have been further cuts to the ESG in 2016/17. The current consultation on the National Schools Funding Formula indicates that ESG will be significantly reduced. The level of ESG has therefore been phased down to just £0.5m in 2018/19 from the current level of £6.35m. The grant is not ring fenced; therefore the forecast has not assumed that savings equal to the reduction in the grant will be made in those areas that ESG currently funds.

**c) New Homes Bonus Grant**

The Chancellor announced in the 2015 Spending Review that the New Homes Bonus (NHB) needed to reduce by at least £800m in order to redirect funding to adult social care (i.e. Improved BCF). A consultation was launched in December 2015 which has now closed and central government are considering the responses. Any announcement on a revised NHB is unlikely to be made until later this year.

One option included in the consultation was to reduce the number of years NHB would be paid from six years to four years. The amount included in this forecast is the removal of one year funding in 2017/18 and the removal of two years funding from 2018/19.

The estimated amount of NHB in future years is based on a rolling average of the previous three years. For 2018/19 onwards a scaling reduction has been applied to keep the New Homes Bonus within the forecast national control total.

In 2017/18 a forecast return of NHB of £2m has been included in the forecast based on the assumption that the removal of one year NHB funding for 2017/18 will release some of the top slice taken by DCLG.

**Forecast New Homes Bonus**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £00
Year 1 (Actual)	2,760	2,760	2,760	0	0	0	0
Year 2 (Actual)	1,150	1,150	1,150	0	0	0	0
Year 3 (Actual))	1,756	1,756	1,756	1,756	0	0	0
Year 4 (Actual))	1,864	1,864	1,864	1,864	0	0	0
Year 5 (Actual)		1,708	1,708	1,708	1,708	0	0
Year 6 (Actual)			1,916	1,916	1,916	1,916	0
Year 7 (Est)				1,829	1,829	1,829	1,829
Year 8 (Est )					1,818	1,818	1,818
Year 9 (Est )						1,854	1,854
Year 10 (Est )							1,834
Less scaling to remain within national control total					(917)	(1,278)	(1,093)
<b>Total</b>	<b>7,530</b>	<b>9,238</b>	<b>11,154</b>	<b>9,073</b>	<b>6,354</b>	<b>6,139</b>	<b>6,242</b>

A more radical option in the NHB consultation is potentially to withhold all or part of the payment of NHB for local authorities that have not produced a local plan. We have assumed that such a measure would not be applied to Bradford.

**d) Local Council Tax Support and Housing Benefit Administration**

With no clarity on when Housing Benefit Administration will fully transfer to the Department of Work and Pensions (DWP), a reduction of 9.6% has been assumed in the two separate grants the Council receives to fund the cost of administering Council Tax reduction (CTR) scheme and Housing Benefit. The reduction has been factored into the underlying funding gap as opposed to being addressed by the Service.

**e) Local Welfare Assistance Funding**

The Forecast assumes no external funding for Local Welfare Assistance.

**3.1 Schools Funding**

Of the Council's gross spend of nearly £1.3bn, £419.5m is spent by schools and funded from the ring fenced grants, Dedicated Schools Grant (DSG), Pupil Premium and Post 16 funding.

The funding system for schools is currently very fluid and the timescale for the introduction of the anticipated national funding formula for primary and secondary schools is still unclear.



#### **4.1 Reserves**

At the start of year, the Council has £19.9m of unallocated reserves, £6.2m of which have been used immediately to support the 2016/17 Budget. This leaves just £13.8m (1.5% of the Council's gross budget excluding schools) as a contingency reserve.

The level of unallocated reserves will be kept under the review, in the light of the Council's External Auditor's recommendation in their June 2015 report on the Council's arrangements for securing Value for Money "that unallocated reserves should not be allowed to fall below the level determined prudent by the Council's Section 151 Officer".

All other balances are set aside to meet the cost of future commitments and political priorities. The utilisation and purpose of which will be subject to regular scrutiny.

#### **5.1 European Funding**

The Council is in receipt of EU Structural funds and works with businesses and the VCS across the district on EU programmes. It is anticipated that following the vote to leave the EU that central government monies will be directed to the regions to replace any potential loss of EU structural funding.

If the funding is not replaced it will have a negative impact on the range and type of interventions the Council can be involved with.

## ANNEX D: EFFICIENCY PLAN

This Efficiency Plan is a continuation of the Planning Framework and Strategies for Delivering Planning and Efficiencies that the Council has been implementing since the beginning of austerity. The Efficiency Plan will be used to support any application for a multi-year financial settlement with central government.

The Council has published a District Plan, and is developing a Council Plan for formal adoption in September. The latter will be the mechanism through which detailed service and internal budget plans will be developed, in order to keep Council performance effective and finance sustainable.

Between 2011/12 and 2015/16 the Council delivered net cost reductions totalling £172.6m, and has plans to deliver £45.6m more in 2016/17 and £25.3m more in 2017/18 (already reflected in the forecast).

In defining future service changes and associated budgets, it will build on the approach adopted hitherto which has included:

- Being clear about its priorities, and assessing budget proposals against them
- Explaining the financial challenges facing the Council
- Working with partners, stakeholder and citizens to explore what people should be able to expect from local services, what it is reasonable to pay or pay more for, what they are responsible for themselves and within their communities, what people can contribute and what support they might need
- Consulting on specific changes in informal and formal ways, and taking account of feedback before setting the final Budget
- Where appropriate balancing cost reduction with growth and investment.

The budget reductions from 2011/12 to 2016/17 by department are shown in the table below:

<b>Budget reductions by department 2011/12 to 2016/17</b>	<b>£m</b>
Adult and Community Services	53.9
Cross cutting and non service	42.1
Children and Young People	37.2
Regeneration	23.2
Support Services	21.2
Environment and Sport	17.3
Finance	10.8
Travel Assistance	7.8
Public Health	4.7
<b>Total</b>	<b>218.2</b>

The table illustrates that despite £63m of the reductions coming from cross cutting, non service and support services there has still been a large proportion of the reductions to the biggest spending departments. Given the size of the reductions required this is unsurprising.

If the savings over the same period are analysed by type of saving it is clear that efficiency, restructuring and management savings have contributed to the biggest share.

In later years these savings as a proportion of the total have reduced where cessation and reduction in services are now becoming more prominent.

**Budget reductions by type 2011/12 to 2016/17**

<b>Savings Type</b>	<b>£m</b>	<b>%</b>
Efficiency, restructuring and management	56.2	26
Renegotiate contracts, better commissioning	30.6	14
Back office support, training and equipment	26.1	12
Cease or reduce service delivery	25.4	11
Reduce non service expenditure and base budget provisions	22.0	10
Increased income (charges, trading and grants)	11.2	5
Reduce demand, requirements, prices	8.7	4
Property and utility costs	6.9	3
Change to eligibility	6.5	3
Transfer to alternative providers	6.0	3
Partners contributions and collaboration	5.6	3
Reduce grants and third party payments	4.1	2
Savings from invest to save/prevention	3.6	2
Public Health support	2.9	2
Terms and conditions	1.5	1
Transitional support to move to new delivery model	0.7	0
<b>Total</b>	<b>218.2</b>	<b>100</b>

It is also worth noting that the savings category that has been one of the most difficult to achieve is the increased income which reflects the price elasticity of demand for many of the Council services and also the impact of the economy on the level of income generated e.g. planning fees.

Contingency budgets have been utilised to plug the gap where budget reduction plans have not been implemented to plan. In addition reserves will have to be utilised in order to fund transition costs as Council services are reshaped.

Another lesson from the previous five years of budget reductions is that small scale reductions can generate a lot of resistance for example closure of public conveniences.

Stakeholder engagement is vital if budget reduction plans are to succeed and diversifying the risk across different types of budget reductions provides resilience in achieving those reductions.

It is also very clear that Council tax increases are an increasingly essential component for setting a balanced budget as central government support reduces. This was also reflected in the core spending figures published as part of the Local Government Final Settlement.

All of these factors inform the budget setting process which is set out in more detail in the next section.

**1.1 Budget Setting for 2017/18 and Beyond**

To manage changes in future resources, service demand and the impact on spending levels requires a robust planning framework. Budget setting is at the core of the financial planning process. It is a complex process that must be fully integrated with the Council's strategic planning, service planning and value for money planning.

Given the size of the task remaining to reduce the size of the Council's budget, the Council is adopting an Outcome Based Budgeting approach as the methodology to set its future budgets. This approach is to design what the Council should undertake in the future to have the biggest positive impact on the Council priorities with a net budget of £300m in real terms by April 2020.

The Council Priorities are:

- Better skills, more good jobs and a growing economy
- A great start and good schools for all our children
- Better health, better lives
- Safe, clean and active communities
- Decent homes that people can afford to live in

Boards have been set up to determine what the sub-outcomes need to be in order to deliver the Council Priorities and then to set out the actions the Council will undertake to best achieve those sub-outcomes. There is full engagement with the Executive on the Outcome Based Budget process. The process has already commenced and a structured plan will be implemented to change the shape of the Council. From the Outcome Based Budgeting approach the shape of the Council in April 2020 will be designed and budget proposals formulated to determine the staging posts in order to get to that April 2020 position. Firm 2017/18 budget proposals will be consulted on from late 2016 with proposals also set out for 2018/19.

In determining its Budget, the Council will take account of the public sector equality duty as detailed in the Equality Act 2010. The public sector equality duty requires the Council when exercising its functions to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Council will ensure that there is meaningful consultation throughout this process. The Council will ensure it meets its legal obligations in this respect, both as a public authority responsible for the delivery of services in the District, and as an employer (in the event that workforce implications are envisaged).

The Council will apply rigorous project management principles to its budget setting process to ensure consistency, effective management of interdependencies across Council services and compliance with the principles of the current internal design.

## **1.2 Value for Money**

The Council will use a full range of strategies, approaches and tools to ensure it gets value for every pound it spends. They include:

- Exploring the options for innovative and alternative models of service delivery

- Commissioning and procurement strategies and frameworks
- Reviewing and identifying the opportunities to share services and jointly commission services with other organisations
- A performance management framework
- Use of a wide range of management information on efficiency and productivity
- External benchmark and other comparative indicators
- Qualitative surveys
- User involvement (co-production, devolved decision-making) and emphasis on social value
- Demand management and other techniques to manage non-pay costs
- Pricing and charging
- Contract management tools
- Business case and other decision-support techniques
- Cross-Agency pooling of resources
- System and process reviews

### **1.3 Statutory Framework**

When the Council is looking at proposed service changes and reductions, the impact that change or reduction may have on the Council's continued compliance with its statutory duties must also be considered. The Council will need to consider how it can continue to comply with its statutory duties but at a reduced level and whether the risks of reducing the level of compliance are acceptable in the context of a significantly reduced budget.

### **1.4 Partnership Working**

The partnerships and networks are responsible, with the Bradford District Partnership (BDP) Board, for shared outcomes identified by the BDP and partnerships. The Board provides strategic leadership and oversight to the delivery of shared priorities and provides a collective response to challenges facing the district.

### **1.5 Relationship with the Voluntary and Community Sector**

The Council values its relationship with the Voluntary and Community Sector (VCS) as a partner and recognises the significant role it plays in delivering on our shared priorities for the District.

As Government reforms and reductions in public spending continue to take effect, the Council remains committed to working with the VCS through the Bradford District VCS Assembly, engaging in a mature and on-going dialogue about delivering on priorities and addressing the key strategic issues affecting the District. In particular, the Council will seek the close involvement of the sector in reviewing VCS commissioning arrangements.

### **1.6 Relationship with Business Sector**

To help deliver a thriving local economy and support business growth the Council maintains strong links to the business community in order to understand its needs and help identify potential opportunities for investment and growth. The Council will continue this approach to working with the private sector through direct contact with

business and through relevant partnerships/networks. This activity helps to both promote Bradford District as a place to do business in and to support local entrepreneurs, skills and the delivery of additional employment opportunities.

### **1.7 Role of Local Councils**

Within the Bradford District there are eighteen Town and Parish councils. These local councils have three main responsibilities:

- Represent their local communities;
- Delivering services to meet local need;
- Striving to improve the quality of life in the parish

The local councils can raise their own precepts to help fund these responsibilities. The local councils are the first tier of local government. The Council will continue to engage with the local councils in order to ensure that services are delivered by those best placed to do so.

### **1.8 Community Budgets / Payment by Results**

The Council is committed to making wise use of the totality of all of the assets and resources available to the District. This means thinking more radically and planning for larger-scale transformational change in service delivery. It is clear that efficiency measures alone will not be sufficient to meet the challenges that the District faces.

### **1.9 Social Investment**

The Council is also willing to explore opportunities to fund services through social investment. Essentially social investment can offer the investment to fund services with the investment being repaid usually in return for moderate returns. For instance social impact bonds may improve the social outcomes of publicly funded services by making funding conditional on achieving results.

### **1.10 Alternative Delivery Models**

The Council will continue to explore the options on alternative delivery models and adopt these where it makes sense to do so. The key principle is to offer the best service and outcome rather than allow the choice of model to direct the approach to the arrangement.

Types of delivery model include:

In house provision  
Strategic partnership  
Shared services  
Outsourcing  
Establish separate corporate entity to deliver services  
Establish a staff mutual

## **1.11 Internal Changes**

### **Managing the Council's Buildings**

The Property Programme to manage the Council's buildings is now nine years into a 10 year invest-to-save strategy. Since its inception 65 properties have been vacated and gross revenue savings of £5.2m per year generated. Future objectives will include;

- Completing approved schemes as planned and continuing work to optimise the size and quality of the Council's estate. Schemes that are nearing completion will deliver an extra £2m per year savings.
- Identifying opportunities to share property with other public sector partners as part of the Government's One Public Estate initiative.
- Ensuring that all property issues generated from the Council's Efficiency Plan are managed.

### **1.12 Contingency Planning**

The Council has a Risk Management Strategy and from this the Council identifies the main risk to its operations in the Risk Register. To recognise the risks, contingencies in the base budget have been set at a level consistent with experience in 2015/16. Clearly the financial landscape of the Council is subject to change and the EU Referendum result to leave the EU has brought further uncertainty to the shape of that landscape. Issues that emerge will be assessed on an on-going basis and if it is considered necessary spending plans will be adjusted accordingly.

In addition to the contingencies specific provisions have been set aside in relation to liabilities that are likely to arise.

At the 31<sup>st</sup> March 2016, the Council set aside £22.7m, of which £9.4m is expected to be used in 2016-17 with the remainder in subsequent years. Provisions are £2.7m higher than at the 2014-15 year end.

The main provisions include:

- £8.4m Termination Provision to fund the cost of future redundancies
- £6.0m Business Rates appeal provision
- £4.0m Outstanding legal claims
- £3.9m Damage Compensation

### **1.13 Reserves Policy**

In turbulent financial times, the Council's unallocated reserves enable a balanced budget to be set as the Council moves to a smaller organisation. However they cannot sustain day to day services on an on-going basis.

The Council will continue to use balances prudently, recognising that the volatile fiscal climate requires the Council to remain resilient, through the retention of adequate balances.

The Council has a long standing principle to maintain a prudent level of general reserves. This is currently set at 2.5% of the net budget each year and informed by a risk assessment.

With a financial gap of £109m it is inevitable that there will be some call on reserves but the unallocated reserves of £13.8m are just 12.6% of the forecast gap.

Whilst the balance of reserves appears to be healthy, a closer inspection reveals how these are forecast to reduce over the period of this forecast.

**Reserves as at 31 March 2016**

<b>Reserve category</b>	<b>£m</b>
Service earmarked reserves	42.8
Capital reserves	13.1
Unallocated reserves	19.9
Corporate earmarked reserves	38.9
Grant reserves	8.4
School balances	33.8
General reserve	10.8
<b>Total</b>	<b>167.7</b>

Of the service earmarked reserves of £42.8m one quarter of these are expected to be utilised in 2016/17 with the remainder forecast to be used over the period up to April 2020. The capital reserve is fully allocated to support the financing of the capital investment plan.

At the start of 2016/17 there were unallocated reserves of £19.9m available of which £6.2m were used immediately to support the 2016/17 Budget. This leaves just £13.8m or 1.5% of gross Council expenditure.

Accordingly, reserves should be used only to:

- Support transitional arrangements both organisational and in our communities, in recognition of the fact that some changes cannot be implemented in one financial year or over the short-term.
- Fund non-recurrent or time limited activities contributing to Council priorities (where there is a compelling business case)
- Support invest-to-save activity

Of the corporate earmarked reserves, £12.3m is set aside for specific work on skills jobs and economy. These one off funds are being used to facilitate the growth of the local economy and ultimately an increase in business rates.

£11.5m of the corporate earmarked reserves are set aside for specific risk such as insurance claims, transitional activity, and partially exempt VAT liabilities. Of these £3.6m are due to be used in 2016/17.

£4.1m of the corporate earmarked reserves are set aside for severance costs which will need to be funded as the size of the Council reduces.

£4m of the corporate earmarked reserves are to be used for waste minimisation actions to facilitate a reduction in waste collection and disposal costs.



£2.8m of the corporate earmarked reserves relate to deferred expenditure which will be utilised in full during 2016/17.

The £8.4m of grant reserves are specific sums of money to be spent in line with the grant conditions.

School balances are controlled by the Schools Forum and there is little scope for the Council to influence the use of these reserves.

To sum up, the level of reserves is forecast to reduce significantly during the period covered by the Efficiency Plan.

### **1.13 Treasury Management**

There has been a clear trend of reducing cash balances and during 2015/16 cash and cash equivalents have reduced by £24.4m to £70.5m as at 31 March 2016. This will be kept under review and there may be a point reached during the next few years where borrowing is required in order to maintain sufficient working capital for the Council to run its operations.

### **1.14 Fees, Charges and Income Stability**

In the past two years a clear picture emerged of the difficulties faced by Services dependent on external fees and charges. To address this matter selected income targets have been reduced. Going forward Services should continue to

- maximise income opportunities whilst having regard to Council and partners priorities, service performance and the impact on key service groups and businesses in Bradford.
- have regard to the cost of collection when setting charges and aim to recover promptly all income that it is due.
- explore trading and charging opportunities where it makes commercial sense to do so.
- consider the investment strategy relating to property holdings where a strong business case suggests that there may be opportunities to gain an income stream from such investments.

### **1.15 Council Tax Setting**

Historically the Council has set relatively low levels of Council Tax, below the averages for both Metropolitan Districts and all local authorities in England. This means that there is a wider gap between resources and expenditure when there are reductions in central government funding than would be the case if Council Tax were at average levels.

Going forward the key objective will be to strike a balance between protecting services, investing in priority areas, delivering value for money and setting an appropriate level of Council Tax.

For 2016/17 the Government announced that Councils with responsibility for adult social care would be allowed to raise a social care precept of up to 2% on top of the basic council tax increase. For the 2016/17 Full Council chose to raise the social care precept by 2% and a forecast has been made to do so again in 2017/18. Given the increasing pressure on social care costs the approval of raising further funding through the social care precept makes financial sense.

The Council aims to collect a minimum of 97.4% of all Council Tax debt raised.

In addition to the Council Tax and Social Care Precept the local town and parish councils also raise their own precepts which are used to deliver services in their local areas.

### **1.16 Budgetary Control and Monitoring**

- Budgets will be controlled by the relevant budget holders, monitored regularly throughout the year and reported alongside performance information to individual Assistant Directors and Strategic Directors on a monthly basis. Executive will receive quarterly reports to ensure that action is taken to address any significant unplanned deficits or surpluses.
- Service areas are required in the first instance to accommodate unforeseen expenditure or income shortfalls from within their approved cash limits in any particular year. Allocations from reserves will only be made if there is no alternative and on the approval of Executive.
- The Budget Delivery Board receives monthly reports on an exception basis and reviews the delivery of the budget proposals approved by Full Council. Where budget proposals are not proceeding to plan corrective action is recommended by the Board.

The detailed principles applying to all aspects of financial management are set out in the Council's Constitution.

### **1.17 Internal Control and Reporting**

The maintenance of a sound internal control environment is paramount, and the Council has developed and embedded effective corporate governance. Within the prevailing internal and external protocols and guidance, including the Annual Governance Statement, the Council will aim to deliver best practice in this important area.

Financial monitoring and reporting will be undertaken in accordance with the budget management and control framework and in line with the corporate financial monitoring and reporting timetable. The current and estimated year end financial position will be reported, including progress against savings targets at regular intervals to both Members and officers. Reporting will be on an exception basis bringing managers' and Members' attention to important financial issues linked to cost drivers and strategy. The emphasis will

be on future corrective action to bring performance back on track rather than explaining past performance.

Quarterly financial monitors presented to Members will report on key balance sheet balances as well as the forecast revenue and capital expenditure positions.

### **1.18 Improvements in Management Information**

A programme of work continues to make more use of activity-based and unit cost information, to focus more on productivity and value for money. Performance is reported alongside financial stewardship reporting.

### **1.19 Performance Management Arrangements**

The regular reporting of key corporate indicators and measures to Members is a key element of the Council's corporate performance framework that provides assurance around service performance, the Council's contribution to District outcomes, value for money and informs decision-making. At a time of reduced resources and increasing demand, the Corporate Indicator set is part of a performance framework that helps the Council be smarter about where to allocate its budget and assets and to measure their impact.

The Council has 45 headline indicators on which it monitors progress.

### **1.20 Transparency**

The Council is committed to adhering to the statutory Transparency Code that provides local people with the tools and information they need to enable them to play a bigger role in shaping the services the Council provides.

### **1.21 Capital Financing and the Capital Investment Plan (CIP)**

Capital spending will remain a significant aspect of the Council's financial strategy, with planned capital investment of £350.2m during the period from 2016/17 to 2020/21.

The profile of the capital expenditure is as follows:

#### **Capital Investment Plan (CIP) profile**

2016/17	2017/18	2018/19	2019/20	2020/21	Total
£m	£m	£m	£m	£m	£m
107.4	111.9	91.0	22.6	17.3	350.2

Slippage in the profile of capital spending will lead to one off savings in the capital financing budget as a higher proportion of the CIP is now funded from corporate resources compared with previous years.

The analysis of the planned capital spending by Council Outcomes is shown in the table below:

**Capital Investment Plan analysed by outcome**

<b>Outcome</b>	<b>Planned Spend £m</b>
Better skills, more good jobs and a growing economy	116.0
A great start and good schools for all our children	63.8
Better Health, Better Lives	63.7
Decent Homes that people can afford to live in	50.3
Safe, clean and active communities	32.6
Enabling activities	14.8
Contingency	9.0
<b>Total</b>	<b>350.2</b>

The revenue budget associated with financing the capital investment plan does have headroom for additional capital spend of up to £50m (in totality – this is not a per annum figure). Or there could be a choice to freeze any new capital spending plans and take the revenue savings.

<b>Forecast Capital Financing Budget</b>	<b>2016-17 £000</b>	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>	<b>2020-21 £000</b>
<b>Forecast</b>					
Interest	19,940	18,153	17,900	17,891	17,194
Premia/Discounts	285	285	285	285	285
Principal on Historic Spend	15,255	15,060	14,464	13,948	13,948
Principal on Planned Spend	0	2,761	5,528	6,544	7,853
Available New Spend/Revenue Saving	6,420	6,002	4,366	4,505	4,493
<b>Total</b>	<b>41,900</b>	<b>42,261</b>	<b>42,543</b>	<b>43,173</b>	<b>43,773</b>

The Council's objectives in managing the CIP and its financing are:

- To ensure that the schemes in the CIP are funded in the most cost effective way for the Council.
- To ensure that the financing costs fall as revenue resources reduce and therefore do not become an unsustainable burden on the Council revenue.
- To manage the portfolio of debt in such a way that the Council is not exposed to major shifts in interest rates by managing the maturity structure of debt and exposure to interest fluctuations.
- To ensure that capital spending is aligned to the Council's priorities

Given the Government no longer provides additional resources to fund new borrowing by the Council, key to the Council's capital financing strategy is to manage down its corporate borrowing and at the same time reduce the reliance on external borrowing.

To achieve this aim the Council will

- use in the first instance internal cash balances when high interest external loans mature and
- continue to invest in schemes that either generate additional income (e.g. affordable housing schemes) or reduce costs (e.g. office rationalization that reduces running costs and allow for disposals) to pay for the capital financing costs of the prudential borrowing.

The value of loans that are due to mature during the period 2017/18 to 2020/21 is £38.4m and new borrowing of £20m is forecast to be taken out during this same period. This will leave the Council with a forecasted £315m of debt outstanding by April 2021. The position will be reviewed in the light of actual cash balances and capital investment plans.

A Project Appraisal Group is the expert officer forum for reviewing the Capital Investment Plan and scrutinising individual business cases, in support of Directors and Members.

All capital receipts will be treated as a Corporate Resource.

## **1.22 Risk Management Strategy**

The Council has in place a comprehensive Risk Management Strategy and action plan. All financial decisions take place within the principles set out in the risk management strategy. Responsibility for the management of financial risk is shared between elected members and officers with overall risk management being the responsibility of the Executive.

The Risk Management Strategy provides a framework which is designed to enable the Council to take a proactive approach to the identification and management of risk and opportunity, and to ensure that it is best placed to seize the opportunities that present themselves. The Council will not be risk averse, and will seek to seize and maximise opportunities by the appropriate identification and management of risk.

In constructing and assessing the annual budget for the forthcoming year, a comprehensive financial risk assessment is undertaken for all parts of the budget, including sensitivity analysis, and steps are taken to manage identified risks to the extent appropriate.

The Council has adopted the Covalent Risk management database for recording, monitoring and overall management of its risk register. It provides a consistent method for scoring and evaluating a risk status and promotes pro-active risk management.

The Risk Register is reviewed, assessed and updated on a regular basis, with each service formally documenting its key risks and potential impacts and the actions taken to mitigate those risks.

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## **Report of the Chief Executive to the meeting of Council to be held on Tuesday 18 October 2016.**

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**Subject:**

**Council Plan, 2016-2020**

**Summary statement:**

**This report presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.**

Kersten England  
Chief Executive

**Portfolio:**

**Corporate**

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**Overview & Scrutiny Area:**

**Corporate**

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## **1. SUMMARY**

- 1.1 This report presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.
- 1.2 The Council Plan outlines what the Council will focus on over the next four years, working in partnership and delivering directly. Its primary audience is council staff and Elected Members.

## **2. BACKGROUND**

- 2.1 A one year Corporate Plan was agreed for 2013/14 on the basis that it captured the 'as is' position of the Council at that time, and that it would be reviewed once further transformation planning was complete. Since then there has been no corporate plan in place.
- 2.2 In June 2016 the Bradford District Plan was signed off by Full Council outlining the ambitions and priorities for the district over the next four years. The Council Plan has consequently been developed to identify Bradford Council's contribution to delivering the district wide priorities. The Council Plan has since been signed off by the Council's Executive on 20 September 2016.
- 2.3 The Council Plan outlines the Council's key aims, its role and critical actions over the next four years, as well as how we will measure our success. It focuses on new ways of doing things through greater working together with people and partners, how we will put people in charge of their own lives, and ensure equality and make every pound count. This will enable the Council to concentrate on achieving its priority outcomes at a time of reducing budgets and increasing costs and demand.
- 2.4 The Council Plan has been written as a means of communicating our ambitions, role and actions to all council staff and Elected Members. It has been developed by the Corporate Management Team (CMT) in a collaborative manner, including through discussions with staff. It also incorporates work to outline behaviours that the Council looks to promote in its staff.
- 2.5 Discussions will continue on how our agreed outcomes can best be secured. However specific proposals for action and delivery over the next two years will be subject to budget consultation and subsequently budget setting from November 2016 to February 2017.

## **3. OTHER CONSIDERATIONS**

- 3.1 The Council Plan is presented at Appendix 1 and is designed as part of a suite of documents with the District Plan, as a means of setting out the Council's role and focus at a time of significant change across the public sector.





3.2 The Council Plan is presented as follows:

- a) Opening – foreword from the Leader of the Council, and the Council’s Chief Executive.
- b) Six chapters which outline our priorities, mirroring the priorities in the District Plan. These are:
  - Better skills, more good jobs and a growing economy
  - A great start and good schools for all our children
  - Better health, better lives
  - Safe clean and active communities
  - Decent homes that people can afford to live in
  - A well run Council, using all our resources to deliver our priorities
- c) Each of the six chapters outlines:
  - Our ambition and role for the next four years.
  - The steps we are going to take to achieve these are highlighted through actions to be taken over the next two years.
  - Our success measures and targets to indicate how we know we are achieving the ambition, drawing on the measures set out in the District Plan.
  - Case studies and quotes to bring the Plan to life.
- d) The final page sets out how staff behaviours will contribute to the delivery of the Plan.

3.3 The detail and ethos of the Council Plan will be communicated through a range of different means ready to be launched after the Plan is adopted by full Council. These include materials developed to make the Council Plan accessible and relevant to all the Council’s staff and elected members, including summary versions, presentation slides, roller banners and posters reflecting the key messages of the Plan. Staff and Member computer log in screens and screensavers will display key messages. Access to the Council Plan will also be available through online information will be updated. Key messages will also continue to be placed at the heart of our communications work through blogs, ‘Meet the Chief Executive’ sessions, management conferences and workforce learning.

3.4 A communications plan has been developed to reflect and manage the above activities in order to ensure full staff engagement. It will also help to make the links for staff between the Council Plan and the budget setting process.

3.5 Delivery of the Plan will be monitored and managed through the Council’s performance framework, including the Council and District Dashboards. Delivery Plans will be developed for each outcome, which will provide a link to individual staff contributions to delivery, to be embedded in staff reviews.

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

The Council Plan will bring about a greater degree of collaboration and co-production across the Council resulting in an improved ability to deliver efficiencies



and sustainable use of resources. Contributions to it will be within the constraints of available financial and other resources.

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

The absence of a Council Plan would restrict the Council's ability to deliver our priorities, jeopardising budget savings and limiting opportunity to transform the district.

## **6. LEGAL APPRAISAL**

Implementation of the Bradford Council Plan will have legal implications, in specific areas such as environmental law, employment law, social care law and procurement, in addition to public law issues, involving statutory powers and duties such as those under the Equality Act 2010. Legal support and guidance will be provided as required to support the plan's implementation.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

As one of the Council's principles, equality is at the heart of the work we undertake. As decisions are made going forward on areas of work to prioritise, impacts on the people of the district will be undertaken as an integral part of the process. Where disproportionate impacts are identified mitigations will be implemented where possible. This work will be reported on through the equality assessment process and through statements provided in formal committee reports.

As the Council Plan impacts on the whole district and therefore on a large number of people consideration has been presented in more detail through a fuller equality impact assessment, presented at appendix 2.

### **7.2 SUSTAINABILITY IMPLICATIONS**

The Council Plan is forward looking and designed to be fit for the future, with the priorities set for the next four years. Environmental sustainability considerations are woven across all six priorities.

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

There are no greenhouse gas emission impacts arising from the Council Plan.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

The development of the Council Plan has positive implications for community safety, with a key priority of the Plan being 'safe, clean and active communities'.



## **7.5 HUMAN RIGHTS ACT**

There are no human rights implications from the Council Plan.

## **7.6 TRADE UNION**

As annual budget decisions are implemented to reflect the priorities in the Council Plan, trade unions will as always be fully consulted and involved along with their members.

## **7.7 WARD IMPLICATIONS**

The Council Plan has been set out to cover the whole district and as such does not have direct implications on some wards over others.

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

None

## **9. OPTIONS**

None

## **10. RECOMMENDATIONS**

10.1 That the Council Plan 2016-2020 be adopted.

## **11. APPENDICES**

Appendix 1 – Council Plan 2016-2020

Appendix 2 – Equality Impact Assessment of the Council Plan 2016-2020

## **12. BACKGROUND DOCUMENTS**

District Plan 2016-2020 – <https://www.bradford.gov.uk/your-council/bradford-district-partnership/bradford-district-partnership/>

District Plan Dashboard – <https://bdp.bradford.gov.uk/district-intelligence/performance-framework/>



## Appendix 2: Equality Impact Assessment of Council Plan 2016-2020

### Equality Impact Assessment Form

Reference – n/a

<b>Department</b>	Office of the Chief Executive	<b>Version no</b>	1.0
<b>Assessed by</b>	Kathryn Jones	<b>Date created</b>	26.09.16
<b>Final approval</b>	Sam Plum	<b>Date signed off</b>	06.10.16

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

### Section 1: What is being assessed?

#### 1.1 Name of proposal to be assessed.

Council Plan 2016-2020

#### 1.2 Describe the proposal under assessment and what change it would result in if implemented.

The Council Plan sets out the Council's priorities for the next four years, the high level actions we will undertake to meet those priorities and our measures of success. The Plan will impact the whole of the district with the detailed impacts of individual actions only known once accompanying delivery plans are developed.

### Section 2: What the impact of the proposal is likely to be

#### 2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

The Council Plan includes an outcome on Safe, Clean and Active Communities. To achieve this, the Council will actively work with communities to continually advance equality of opportunity and foster good relations. This will be done through working to improve community relations and local networks. This ambition will also be applied throughout the Plan as the Council delivers against all its priorities.



**2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.**

As the Council continues its work on promoting positive community relations, this would include eliminating discrimination and harassment of individuals. The Council will work with partner organisations to ensure that people aren't discriminated against so they can earn a good living and live in decent affordable homes of their choosing. The Council will ensure that services are available to people when they need them and that care services are there to support people and leave them in charge of their own lives. The Council Plan also prioritises making our communities safe and clean places to live.

**2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.**

The Council Plan will not have any disproportionate impacts on people who share a protected characteristic. However as individual delivery plans and accompanying budgets are developed in support of the Plan, further analysis will take place to identify disproportionate impacts and put in place mitigations where possible.

However as the Plan impacts on the whole district and therefore on a large number of people it was felt that consideration should be presented in more detail here.

**2.4 Please indicate the level of negative impact on each of the protected characteristics?**

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

<b>Protected Characteristics:</b>	<b>Impact (H, M, L, N)</b>
Age	N
Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N
<b>Additional Consideration:</b>	
Low income/low wage	N



**2.5 How could the disproportionate negative impacts be mitigated or eliminated?**  
(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Further consideration will be given as delivery plans are developed.

### **Section 3: Dependencies from other proposals**

**3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.**

Further consideration will be given as delivery plans are developed.

### **Section 4: What evidence you have used?**

**4.1 What evidence do you hold to back up this assessment?**

Further consideration will be given as delivery plans are developed.

**4.2 Do you need further evidence?**

n/a

### **Section 5: Consultation Feedback**

**5.1 Results from any previous consultations prior to the proposal development.**

Consultation activity will be undertaken as required as deliver plans are developed.

**5.2 The departmental feedback you provided on the previous consultation (as at 5.1).**

n/a

**5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).**

n/a

**5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.**

n/a



# Bradford Council Plan

2016-2020







# Bradford Council Plan

2016-2020

We know this is a challenging time for local authorities and for communities.



But this must not dim our ambition for Bradford. Our district has a huge amount to offer – youth, strong identity, diversity and unequalled vitality. The goals outlined in this council plan set out clearly what we all need to focus on to achieve a better Bradford.

I'd like to thank our council staff for the exceptional work they do. As public servants you have our respect for the vital work you do. I know that council employees are motivated to make a positive difference to people's lives but I also know how difficult the work can be, particularly at this time. Thank you for your continued hard work making sure Bradford people are well cared for.

We've been at the sharp end of the Government's austerity agenda. By 2020 the council's spending power will be half what it was in 2010. At the same time there is rising demand for services. Any organisation in that position has to radically change how it delivers services. We have to rise to that reality.

We cannot excel by acting alone. We need to be outward-looking. We need to build relationships and promote Bradford beyond our borders. Only by establishing strong partnerships will we ensure that local people continue to get the good services they need.

Bradford has growth potential still to be realised. Let's work with other partners to make sure we achieve this potential and build on the pride and affection that our district inspires.

Our history is magnificent, Bradford is powerful and together we will progress.

**Councillor Susan Hinchcliffe**  
Leader of Bradford Council

This plan is about all of us. It's about what we will do to create as good a quality of life as possible for the people and communities of the Bradford District. It's a plan that has been approved by councillors – the elected representatives of the people of the district – because the priorities in this plan reflect their aspirations for the communities they serve.



Councillors want the children of the district to get a great start and a good education. They want people to be able to earn a good living and to live in a decent affordable home of their choosing. They want services available when people need them and they want care services to support people

that leave them in charge of their own lives. Crucially, they want to support communities to be active and the neighbourhoods they live in to be safe and clean.

This plan builds on and develops the important work we did around New Deal, including the discussions with residents about their priorities. It reflects the times we are in, recognising that while the quality of life is good for many – and that we have real assets and strengths to build on – we face particular challenges. And over the past six years we have faced the stark fact that we can't function and tackle these issues as we have done in the past. Our direct funding from government has declined and will reduce further in the lifetime of this plan. There will be tough choices for councillors about how they spend council money to get maximum impact on the priorities they have identified.

What is clear is that the role of the council as 'civic leader' and champion of the people of the district has never been so important. Bringing all of the assets and resources of the different sectors of Bradford – public, private, voluntary and community – to bear on the priorities is the only way we will make progress. I sometimes refer to this as Team Bradford, and anyone who wants to be part of taking the district forward is an automatic member of Team Bradford.

Team Bradford starts here with us, the employees of the council. I am struck on a daily basis by the extraordinary level of commitment, passion and ingenuity of people who work for the council – across all services and all levels. People are so attached to Bradford, want the best for the district, and want to do their bit to make it great. It makes me feel very privileged to be your Chief Executive.

We will need to harness all of this energy over the next four years. The coming four years will bring further change and uncertainty. You will find many of the changes described in this plan. I want you to know how you can contribute, what changes are coming and how you can influence them. I want you to be supported in developing further the skills you need to be able to perform and address new challenges.

So wherever you work and whatever you do this plan is about you and your contribution. And your contribution is about much more than the service you work in or your job profile. It's about everything you can bring to Team Bradford. I look forward to working with you.

**Kersten England**  
Chief Executive

# Our commitment

This is Bradford Council's Plan. It sets out how we, as a council, will work with others to contribute to priorities set out in the Bradford District Plan 2016-2020. It sets out both where we will deliver as a council and where we will provide leadership and work in partnership with others to achieve our shared ambitions.

Bradford Council is the democratically elected local government for the whole district. We exist to serve the people, communities, organisations and businesses of the district by representing and working with them to protect and improve the quality of life for all. We do this by providing community leadership, services, resources, information and expertise. In serving and representing the district in all its diversity, our goal is to ensure that every part of the district and everyone who lives in it is equitably served, and no one feels excluded or is unfairly favoured or disadvantaged.

We will work alongside our public sector, business and community partners in the Bradford District Partnership (BDP) to achieve our ambitions. But this will take more than just the actions of the BDP partners. Residents, communities, businesses, voluntary organisations and the public sector all have an important contribution to make.

Our district is big, diverse and growing fast. It has an economy worth more than £9.2 billion and by population is the fourth largest metropolitan district in England. Both population and economy are predicted to expand rapidly in the next few years.

We want to harness our longstanding traditions of hard work, enterprise, compassion and volunteering. And we want to take full advantage of the opportunities offered by demographic and economic growth, regional devolution and a different relationship with the European Union and the wider world.

This Plan sets out our ambition and role in working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District. We will prioritise our resources on improving the outcomes that will have the biggest positive impact on our citizens and our district over the next four years. Over the life of this plan, we will publish detailed annual delivery plans for each of our priorities, and we will report regularly on the progress being made. This will help to connect the actions of all our staff to the impact they make on the success of the district. It will also demonstrate that our resources are making the biggest impact possible on the issues we have agreed are most important.

# Our principles

In embracing the opportunities presented by change, we know that it is how we work that will make a significant difference. We will focus on:

- **Working together** – working closely with partner organisations, business, communities, families and individuals to make the most of all our district's resources, assets and opportunities.
- **Equality** – making sure that council activity helps to reduce inequality, provides opportunities for everyone and builds an economy that works for us all.
- **People in charge of their own lives** – supporting wellbeing and independence through early action to prevent problems developing or stop them getting worse.
- **Every pound counts** – using money wisely and targeting resources at district priorities while supporting the development of cost-effective and innovative solutions.



# Better skills, more good jobs and a growing economy

## Our job

We want a strong Bradford District economy so that everyone can earn a decent income throughout their lives.

Working in better jobs, in productive industries, connects people to economic growth and opportunity. People who work in good jobs live longer, healthier lives. Successful and innovative businesses create wealth and make prosperous towns and cities. Making sure our district has a well-educated and skilled workforce, suitable business sites and premises and high-quality infrastructure will help build an economy that works for us all.

Our district already has a big economy worth £9.2 billion and it is forecast to grow by 25 per cent in the next ten years. We are home to major UK and global businesses and have more FTSE 100 companies than any other city in the North of England. We have around 17,000 small and medium sized businesses (SMEs), the ninth highest of all cities in UK. We are entrepreneurial with high levels of self-employment and many business start-ups. Our diverse, energetic and enterprising population makes Bradford District a great place to start and grow a business.

While we've made great progress, we still need more jobs – our growing population means that we need another 26,000 jobs in our district by 2021 to reach the national average employment rate. We know that not everyone has the right opportunities to help them develop the skills they need to get a good job or to start and grow their own business. To develop a more inclusive economy that everyone can play a part in and get a fair share of the rewards we need to improve our skills levels and make sure the jobs created are good: secure, rewarding and well paid.

Our role is to work with the district's businesses, partner organisations, voluntary and community sector and residents to help develop our economy in a way that includes and benefits everyone.

In this chapter we have four priorities which we'll work on with partners to help strengthen our district's economy and extend the opportunities for everyone to benefit from increasing prosperity.

### 1. Businesses starting up, growing and investing in Bradford District

We'll work with businesses to help them invest and grow to create employment for more people, and support and encourage enterprise, new business start-ups, local expansion, more investment and more global trading. We'll

work with our partners to create a vibrant city centre and town centres with good quality office accommodation, and use our own resources to trigger further investment from businesses.

### 2. Getting the right infrastructure

We are working with nine other authorities in the Leeds City Region to improve our infrastructure to support economic growth and make sure Bradford continues to benefit from the increasing amounts of national money coming into the city region. Bradford and Leeds have the largest commuting flow between any two cities in the UK. Improving transport links with Leeds, and other cities in the North and the UK means more rail station improvements in the district and getting Bradford off the branch line. We will lobby hard to try and make sure Bradford has a Northern Powerhouse Rail stop which would improve trade and connections nationally and internationally, creating economic

growth in our district and across the North of England. Digital development also has an important part to play and we will continue building on our digital strengths and broadband infrastructure.

While city regional links are vital to Bradford it is important we continue to grow our profile and connection with other significant partners. We will work with key strategic partners, including central government and relevant funding bodies, to ensure Bradford is well positioned to get the most out of national and international funds for infrastructure and growth.

### 3. Letting everyone know Bradford is a great place to live, work, play and invest

We are rightly proud of our district and we will showcase the city and district as a destination of choice to the UK and the world, increasing the 13 million visitors we already welcome each year. We will continue to protect our heritage and support the development of our excellent cultural facilities. We will work with developers to

encourage the development of city centre living for families and to develop and expand our retail shopping offer, building on the great success of The Broadway centre. We will make sure we have attractive and commercially viable markets and car parking for residents and visitors.

### 4. A skilled and flexible workforce in our district

We will work with businesses, the University, colleges and training agencies so people have the right skills to get a job, through apprenticeships, training and learning opportunities. We will also help businesses to find the skilled people they need to develop and grow, and work with people to support their ongoing learning and development throughout their working lives. We have some strong social enterprises (not-for-profit, often community-

based organisations) in the district that offer a stepping stone for people out of poverty, inspire community action and invest in neighbourhoods.

This priority will help us deliver our employment and skills equality objective, focused on promoting inclusive growth by making sure those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

### Satnam Khela

Business Adviser, Business, Investment & Enterprise Team

“In my role as a business advisor working across the district I spend time helping businesses with their plans for expansion and growth. I find it highly rewarding seeing the entrepreneurial spirit among businesses in the district and being able to play a role in helping to create new jobs and business opportunities for people.”

## Our actions

We'll work with our partners to make the most of opportunities and create our own. Reflecting this, our approach will change over time. Our key actions for delivery now are:

### Businesses starting up, growing and investing in Bradford District

- Create 200,000 square feet of quality business premises across our district.
- Continue to target our resources by extending business growth zone opportunities from the city centre to our major towns.
- Develop well-paid, highly-skilled, knowledge-based employment opportunities.

### Getting the right infrastructure

- Plan for the future development of the district by delivering our Local Plan in consultation with the people of our district.
- Develop strategic employment sites for new and growing businesses.
- Work with city region, national partners and developers to increase investment in our transport infrastructure, and maintain and improve the district's road, rail and digital networks.

### Letting everyone know Bradford is a great place to live, work, play and invest

- Develop and showcase potential development opportunities, projects and activity to ensure we are well positioned to attract national and international investment funds.
- Secure investment in improvements to major cultural facilities like St George's Hall, the Odeon and Cliffe Castle Park in Keighley.
- Showcase all that's great about Bradford by encouraging visitors and supporting major events.
- Work with others to sustain our library and museum offer in our major towns and city centre, and support communities to keep libraries running in other areas.

### A skilled and flexible workforce in our district

- Work with businesses, education partners, colleges and the University to make sure everyone can get the skills they need.
- Work with partners to make full use of the apprenticeship levy so that our young people benefit by having more choice and opportunity.



## Building on our success

Following an opportunity identified in the council-led Airedale Masterplan, a new high-technology and advanced manufacturing business park on Buck Lane has been developed on land that was owned by the council. Following planning permission in 2011 the council created a new site access and undertook preparatory remediation works to create Baildon Business Park. This has allowed state-of-the-art premises to be built attracting new business investment to the area. To date this has included Produmax Ltd (airline industry parts engineering), Anetic Aid (hospital operating equipment) and John Ayrey Ltd (die-cast models). All remaining units are expected to be sold, developed and occupied by the end of 2017.

### Councillor Alex Ross-Shaw

Executive Member for Regeneration, Planning and Transport

**“Building an excellent infrastructure and attracting high-quality jobs are key to the success of the district. We are committed to working with businesses and other partners to deliver greater opportunities for all. We are working hard to attract new investment and major transport projects to match the immense energy and entrepreneurial talent we have in abundance across the district.”**

## Targets 2016–2020

- Directly support organisations to create 155 new jobs by March 2018.
- Improve the City Centre retail vacancies rate from 20% to 17% by 2020.
- Maintain the % of major planning applications dealt with within 13 weeks at 87% which is currently above regional comparators.
- Ensure there is no increase in the current 4% of principal roads in the district in need of maintenance.
- Achieve £23 million in investment annually in the district.
- Increase visitor numbers in cultural attractions from 5.5m to 5.8m by March 2020.
- Ensure 2.3% of the Councils workforce is made up of apprentices.
- Increase the value of the local economy measured by Gross Value Added (GVA) from £9.2 billion to £9.5 billion by 2020.



# Decent homes that people can afford to live in

## Our job

We want good homes in communities where people can live happily and where everyone has a home that is right for their needs.

Our district's population is growing, creating demand for a range of homes including properties for sale and high-quality rented accommodation. As well as more affordable homes, including starter homes for young people, we need homes suited to older people's needs and higher value properties to attract and keep high-income, highly-skilled people. We all want to live in homes that most appropriately meet our needs at the different stages of our lives.

We will work with housebuilders to get more of the right homes, in the right places, at the right prices, creating safe and healthy places for people to live in and making sure that more of us have access to a decent home. This will also create jobs, help protect our green spaces and grow our economy.

Our role is also to work with housing providers, including housing associations and private landlords, to make sure homes in our district are decent and safe and support people in most need of housing.

**In this chapter we have three priorities which we'll work with our partners to achieve: increasing the number of homes to meet the needs of our growing population, making sure homes are decent, safe and appropriate for people to live in and supporting people in most need of housing.**

### 1. Increasing the number of homes to meet the rising demand for housing

At current population growth rates we will need at least 9,000 more homes by 2020 to add to our current stock of around 210,000 homes. That means us working to allocate enough housing land and

encourage housebuilding, including affordable homes, to meet housing demand. We will work hard with partners and developers to deliver homes in urban centres and on brownfield sites.



## 2. Decent, safe homes that are appropriate for people's needs

Our new homes and our existing housing stock need to be fit for the future. We will work to increase the energy efficiency of homes and reduce fuel poverty, and to make sure all housing is safe and free from the worst hazards. We will make sure that there is a choice of homes

appropriate for people at all stages of their lives, including making sure disabled people's homes are appropriate and adapted for their needs. We will improve the quality of private rented housing. We will make better use of existing housing by continuing to bring empty homes back into use.

## 3. Support for people in most housing need

We will allocate social housing to those in housing need and work with partner organisations to prevent homelessness, tackle rough sleeping, and reduce the use of bed and breakfast to accommodate homeless people. We will also support vulnerable

people to lead independent lives in stable housing. We will deliver more extra care, offering sheltered housing supported by a residential care team, to provide a positive alternative to residential or nursing care for some vulnerable adults.

### Shonu Miah

Senior Environmental Health Officer, Housing Standards Team

**"I love my job as a Senior Environmental Health Officer working in the Housing Standards Team because I am able to help improve the living conditions of vulnerable people living in poor rented housing."**

## Our actions

**Creating choice and appropriate housing involves working with developers, housing associations and private sector landlords. Current interventions on which we'll focus our council delivery include:**

### Increasing the number of homes to meet the rising demand for housing

- Deliver the Local Plan in consultation with people who live in our district.
- Deliver housing growth in the priority areas of the Canal Road Corridor, Holme Wood and Tong, and Bradford city centre.
- Invest in transport and social infrastructure, like schools and recreational facilities, to support housing development.
- Work with partners to deliver new affordable homes in the district.
- Attract funding to improve the energy efficiency of housing occupied by low income households with high fuel costs.

### Decent, safe homes that are appropriate for people's needs

- Improve the quality of private rented housing by working with landlords to remove hazards.
- Support vulnerable homeowners to carry out repairs through our equity loans scheme.
- Invest in home adaptations for disabled people to make sure their homes are safe and appropriate.

### Support for people in most housing need

- Deal with housing emergencies and manage acute housing issues.
- Support rough sleepers and help them to settle in independent accommodation.
- Provide housing-related support to the most vulnerable.

### Councillor Val Slater

Executive Member for Health & Wellbeing

“It’s a well-known fact nationally and in our district that there’s a growing need for new homes. So this is a major challenge, but it’s also an opportunity for us to help shape our local housing stock so people can access the properties they need, when they need them. This includes affordable and social housing as well as high-value properties. While the council cannot do this alone, we’ll play an important role by working with partners to encourage the provision of safe and comfortable housing, which is fundamental to people’s wellbeing.”



### Building on our success

The redevelopment of Chain Street is a key part of the City Centre Masterplan. Working in partnership with Incommunities meant the council could support a modern attractive residential development, drawing on different funding streams. It involved refurbishment and demolition of buildings to create affordable housing, conversion of flats to houses and a park next door. Additional sites in Goitside continue to be evaluated for further development.

### Targets 2016–2020

- Make an additional 750 affordable homes available by 2017/18.
- Bring 5,500 empty homes back in to use in 2016/17.
- Ensure improvements are made to 850 private sector homes year on year as a result of council interventions.
- Reduce the average length of stays in Bed and Breakfast accommodation from 9.5 days to 7 days per month.
- Ensure that no more than 950 households are placed in temporary accommodation in any one year.
- Ensure 3,152 new homes are built by 2020.



# A great start and good schools for all our children

## Our job

We want to make sure all our children, wherever they live in our district, start school ready to learn, achieve well at school and leave school ready for life and work.

Every child deserves to go to a good school and the chance to achieve their full potential. People who are well educated and develop good life skills have a healthier lifestyle, live in better housing and are more able to contribute to, and take advantage of, economic opportunities. With our young population, securing a successful future for all our children will help secure the future success of the district.

With more than 124,000 people aged under 16 we are the youngest city in the country. In 2015 45.5 per cent of our young people achieved 5 A\* to C GCSEs including English and Mathematics and 63 per cent of schools in the district were rated 'good' or 'outstanding.'

However we know we need to go further and faster to support our young people to achieve GCSE results that are as good or better than the average for England. We also need to achieve our shared goal of all our schools being 'good' or 'outstanding' by 2020, so more of our young people can get good jobs as Bradford's economy continues to grow.

National education policy is creating a rapidly changing environment in which our key role is to provide clear leadership and support. We will work with schools, national education agencies and the regional schools commissioner to influence improvements in school standards.



In this chapter we have three priorities that we'll focus our strategic leadership upon: to give all our children a great start in life, a good education, and the right skills to succeed in the adult world.

### 1. Children starting school ready to learn

The first few years of every child's life are vital to developing their skills and confidence, and equipping them to make positive choices throughout their lives. We will continue to

support our district's network of early years services to help families give their children the skills they need to start school ready to learn.

### 2. Children achieving well at school

We have seen some improvement in educational attainment but we know we need to continue to work with public services, schools, parents, business and communities to raise aspirations and accelerate educational achievement. Our Education Covenant sets out how we can all play our part in creating the best chance of success for all our children and young people, tapping into the energy of parents, schools, regional and national agencies and community organisations.

We will work with schools to help them improve, including by encouraging them to support and learn from each other, and by attracting and retaining the best academy sponsors and teachers from across the country. We will make sure every child has a school place and that the needs of vulnerable learners are met.

### 3. Young people leaving school ready for life and work

We are proud that our rates of young people not in employment, education or training are much lower than the average in England and we want to keep them that way. We will work to ensure that young people receive consistent and good-quality careers advice in school and have the opportunity to develop key life skills. We will continue working with education and business partners through Bradford Pathways to help young people and adults to explore different career options and gain real-world

experience in growing industries that are important in Bradford and the surrounding economies. These growing industries can offer well-paid work with real progression prospects. We will continue to link post-16 learning opportunities to work-based learning and the requirements of local businesses, and support the development of the right sixth form provision so our young people can leave school with the skills and confidence they need to get a job and play a full and rewarding part in adult life.

# Our actions

While our specific actions will change over time to respond to new opportunities and challenges our key actions for delivery by the council now are:

## Children starting school ready to learn

- Make the most of learning developed through the Better Start Bradford programme, a community-led partnership that works to help parents give their children the best start in life.
- Provide high-quality advice and guidance to families through the newly-commissioned children's centre clusters.
- Work with early years settings and schools to ensure the best education and health outcomes for young people.
- Provide high-quality support to enable vulnerable young people to achieve their potential.

## Children achieving well at school

- Provide extra school places in the right locations, including for children with special education needs.
- Support and increase parents' knowledge and skills so they can help their children learn.
- Bring to life the Bradford Education Covenant between schools, the council, parents, young people, business and employers, communities and the Government.
- Attract, keep, develop and invest in the best school leaders, teachers and classroom assistants.
- Work with national and regional structures to bring the best academy sponsors to Bradford and develop our own local solutions with partners in our district.

## Young people leaving school ready for life and work

- Deliver Bradford Pathways – a collaboration between education, business and workforce development partners to deliver employment-focused skills and education to meet the needs of Bradford's employers.
- Develop our Industrial Centres of Excellence, providing post-16 courses that have been developed by local businesses, schools and colleges, with a strong emphasis on work culture.
- Review post-16 education provision, working with partners across our district and city region.
- Help young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities that improve well being, and build on our Youth Voice engagement activity.

### Munir Hussain

Education Welfare Officer, Education Social Work Service

**"I enjoy my job as an Education Welfare Officer because I sincerely believe that education is the way out of the vicious circle of deprivation and poverty which some families are trapped in for generations. Education enriches your ideas and thoughts and helps to make right decisions in life. Education has totally transformed three generations of our family. My belief is that it has changed my life, now I can help others to change their life."**

### Councillor Imran Khan

Executive Member for Education, Employment and Skills

**“We are passionate about making sure all young people in Bradford get the opportunities they deserve and are entitled to. Acquiring the right skills and education, regardless of background, is important for the future of this great city. It’s that simple. So families can be assured that I will be a strong voice for them by championing excellence and by supporting and challenging our local schools to do everything they can to benefit their students. Young people only get one chance at education and they deserve the very best.”**



## Building on our success

Bradford Council supported Home Farm Primary School to improve the achievement levels of their pupils following a poor Ofsted rating. New appointments were made, focused training was provided for staff, and more parental involvement was achieved. The council provided scrutiny of the improvement process through observing teachers, analysing data and children’s work. The teamwork of headteacher, staff, governors, children and parents working together with the council has been crucial, leading to recognition from Ofsted.

## Targets 2016–2020

- Increase the annual average of 2 year old children taking up Early Education from 65% to the England average of 80%.
- Increase the annual average of 3 year old children taking up Early Education from 91% to the England average of 93%.
- Increase the annual average of 4 year old children taking up Early Education from 97% to the England average of 99%.
- Ensure the % of children’s centre inspections rated good or outstanding is higher than the Yorkshire & Humberside average of 70%.
- Ensure the % of children achieving a good level of development in Early Years Foundation Stage is in line with the National average of 69%.
- Bring the % of Year 1 pupils working at the expected standards in Phonics in line with the National average of 81%.
- Bring the % of Key Stage 2 pupils achieving expected standards in reading, writing and maths in line with National average of 53%.



# Better health, better lives

## Our job

We want everyone in our district – wherever they are born or live and whatever community they come from – to have a long, healthy and full life.

Many people in Bradford are living longer than ever before, and with a good level of health and wellbeing. Advances in health care mean that many more people survive previously life-threatening illnesses or conditions.

### Nancy Plowes

Shared Lives & Time Out

**“With my team I support adults with learning disabilities, complex health conditions or mental ill health to live the lives they want and where they want. We provide support to carers to have a break, or provide carers for people to stay with. My job is very rewarding as I get to meet lots of interesting, positive, diverse people with the work giving people choice, new experiences and helping them feel safe and be safe. A recent inspection congratulated us, confirming that people using the service feel able to lead active lives, take part in enjoyable activities and develop life skills.”**

But that isn't the case for everyone in our district. Like a number of other major cities we have more people than the UK average with very poor health. Shockingly, a boy born in the most deprived part of the district can expect to live ten years fewer than one born in the most affluent. For a girl this gap in life expectancy is seven years. We want to play our part in changing this unfair picture.

We know that all our services are under pressure and that budgets are tight. We have a big and fast growing population in our district. The fact that nearly one in four of us is under 16 years old and that an increasing number of us is over 65 years old is to be celebrated. And it means our services are in demand!

Our role, working with the NHS and other partner organisations, is to support people to stay well, to stay in charge of their own lives and to tackle health inequalities. We will focus our work and prioritise spending where it makes most difference. That will require tough decisions and change in the next four years.

Of course most of what makes for a good healthy life is not about health and social care. Elsewhere in this council plan you will read about the work to give children a great start in life, and a good education; the work to create decent jobs and housing and strong communities.

In this chapter there are four priorities that we'll work with partners to achieve: supporting people to choose healthy lifestyles, personalised support and care, joining up health and social care provision and safeguarding people from abuse.

### 1. Healthy lifestyles – focusing on prevention and early intervention

Information and facilities to promote healthy lifestyles and early intervention can make a real difference to the lives of individuals and their families, and help address the most common public health challenges. Swimming pools, parks

and leisure centres can help people to keep active and healthy. The focus of our public health work will be on cost-effective interventions that support changes in lifestyle and encourage people to take responsibility for their health.

### 2. Creating choice and control

All of us need care and support in our lives. Most of the time that will come from our families, friends and the communities we live in. The chapter on 'safe, clean and active communities' in this plan describes work to strengthen community support networks, for example in developing dementia-friendly communities.

But sometimes we may not have a support network around us and people want and need services or the support of professionals with specific expertise. When this is the case we want people to have as much choice and control as possible about the services they receive.

Much more often that will mean individuals deciding what they want and having their own budget with which to make it happen, whether that is paying for someone to come into their own home or getting a taxi to the local garden centre. Our assessment processes won't start with a problem we are here to fix for the person but with a conversation about their life and about what they want to be able to do.

But we do want to make sure that there are good quality services available locally so that people get good value for money and have choice.

The use of digital technology will increase as more and more people use smartphones and tablets for everyday living – to stay in contact with friends and family, order groceries or medication and contact services – and innovative apps and sensors are available which enable people to manage health conditions more effectively, operate equipment in their homes and make getting about easier. Again this puts people in the driving seat, giving them more control, wherever possible.

We'll make sure people with mental health issues get the right support and will tackle the stigmas associated with mental health. And our work to increase the supply of 'extra care' and 'lifetime' homes – which will give people greater ability to stay living in their own homes and neighbourhoods – is described in the chapter on decent homes.

### 3. Joining up services

Giving people choice about services they use – and there being different services to choose from – is no excuse for not tackling the often confusing and fragmented organisation of services. It is hard to understand why some services are provided by the NHS, the council, the voluntary sector or the private sector. A person looking for services should not find it difficult to work out which way to turn. They just want to access what will work best for them. So we will continue work to join up services and make navigating the system easier.

The council and the clinical commissioning groups – who are the commissioners of services - will commission more services together. This will allow us to invest money where it makes the biggest impact, not just invest in the health or social care bit of the service. Where we are providers of the service we will look at whether more collaboration or bringing services/organisations together, or transferring service delivery to another organisation, would improve outcomes and use our resources more effectively.



## 4. Safeguarding children and adults

We have a statutory duty to protect children and adults and to provide early help where there are identified concerns and to prevent problems escalating. These are the most challenging and complex responsibilities of a council. We have invested hugely in supporting families where children are 'in need' and on child protection and tackling issues such as child sexual exploitation, domestic violence and elder abuse. We will not shirk our responsibility to make tough judgement calls and take decisive action to protect

individuals – and the rigorous analysis and decision making that requires. We will constantly reflect and review work we have undertaken and seek to improve practices. We will engage all sectors of our community and partner agencies to tackle what is an issue for all of us. And crucially we will work not just to ensure that people who become victims receive support but to build resilience and confidence among young people and vulnerable adults so that they can protect themselves.

## Our actions

Everything we do as a council, across all our priorities, is about supporting the wellbeing of people across the district. The key actions that the council will deliver to make a difference now in this outcome are:

### Healthy lifestyles – focusing on prevention and early intervention

- Improve the health and wellbeing of people through services available to everyone e.g. swimming pools, parks, walking and cycling activities.
- Deliver specialised services to individuals, small groups and deprived neighbourhoods, to increase engagement, raise awareness and provide support for healthier lifestyles, including physical activity, sports, and nutrition.
- Improve health and wellbeing and reduce inequalities for children and young people, in particular focusing on infant mortality, emotional wellbeing, child obesity, and oral health.
- Use the Future in Mind programme, and the Transforming Care for people with a learning disability programme, to promote, protect and improve emotional wellbeing for children and young people.
- Take action when things first start to go wrong in a child's or young person's life through early help.
- Prevent and reduce the risks to health and wellbeing in adults and older people, focusing on alcohol and drug use, smoking, obesity, sexual health, suicide prevention and healthy ageing.
- Protect the health of the population from threats to health and wellbeing, in particular communicable disease control, immunisations, screening and environmental protection.
- Work across the council and with partners to improve health and wellbeing, reduce inequalities and ensure services meet the needs of the people of Bradford District.

### Creating choice and control

- Bring forward alternatives to residential and nursing care so people can live closer to their communities and take part in community life for as long as possible.
- Work with people, their families and communities to build on the support and assets they already have around them.
- Develop the use of assistive technologies and make best use of emerging opportunities in digital health technology.
- Implement the Self Care and Prevention Plan, working with our partners, communities and private companies.
- Make services easy to access and help people to understand which services to use and when.

## Joining up services

- Bring some of our budgets together across organisations, to design services that work better together and provide better value for money.
- Create an integrated and accountable care system that is capable of supporting people's health, wellbeing and care needs across the Bradford District.
- Deliver a seven-day integrated system that helps people to regain and maintain their health, wellbeing and independence and prevents unnecessary admissions to hospital.
- Take a proactive approach to care by sharing data with partner agencies and using it to identify people most at risk.
- Deliver the Transforming Care plan so that people of all ages with learning disabilities are able to live in their communities and as independently as possible.
- Provide a better, quicker response to young people in mental health crisis.
- Work with partners to develop an integrated, all-age mental health strategy.
- Continue to provide bereavement services, which will require investment in the coming years to deal with the legislative and changing demands for high-quality services that meet diverse needs.

## Safeguarding children and adults

- Work with families facing serious problems to help them turn their lives around through our early help programmes which join up support across agencies and focus on the needs of the whole family.
- Develop smaller children's homes and fostering for teenagers – improving outcomes for looked-after children.
- Develop an integrated service across children's, adult and health services for young people aged 14-25 years with complex health needs and/or disabilities.
- Address sexual exploitation of children and adults by building on the joint work already underway with partner organisations.
- Develop the Education Safety Hub to provide a joint, multi-agency approach to supporting arrangements for vulnerable children.
- Make sure our safeguarding boards, which bring together professionals from different organisations to develop and improve work to keep people safe, are effectively supported.



## Building on our success

Bradford District is at the forefront of a national movement to make communities and organisations more supportive and accessible to people living with dementia, their carers and families. The Bradford Dementia Friendly Communities Project works with partners to challenge, inspire and support communities and organisations in becoming more dementia aware and dementia friendly. Ward Officers have been trained as Dementia Friends Champions and are delivering dementia awareness training sessions to local groups/organisations and supporting local dementia friendly action groups to make change in their communities. Council Wardens have attended dementia awareness sessions and wear the nationally recognised Dementia Friend badge. Sport and Leisure and Museums and Galleries staff work with the Alzheimer's Society to make sure council services are as accessible as possible. The focus of all this work is on helping people living with dementia to continue to live their lives as part of the community and retain as much independence as they can.



**Councillor Val Slater**  
Executive Member for Health & Wellbeing

**“We are committed to working more closely than ever with the NHS and other health partners to improve the health and wellbeing of local people. We certainly have a huge challenge and difficult choices to make due to growing demands and shrinking budgets, so we need to work innovatively to rise to that challenge and help empower local people to live healthy and happy lives and get the support they need.”**

## Targets 2016–2020

- Increase the total number of visits to council managed recreation facilities from 146,000 to 150,000 per month.
- Carry out 3,300 programmed preventative interventions by Environmental Health to meet our statutory duty.
- Increase the proportion of people using social care who receive self-directed support and those receiving direct payments from 85% to 90%.
- Improve our current performance of 79% for people who use services who have control over their daily life which is already above the regional and national benchmarks.
- Ensure we stay as the top regional performer and below the national comparator of 3.7 for the number of delayed transfers of care from hospital which are attributable to Adult Social Care per 100,000 people.
- Ensure 84% of adults with a learning disability can live in their own home or with their family which is above both national (73%) and regional (81%) comparators.
- Ensure the proportion of people in drug treatment programmes for both opiate and non-opiate substances who successfully complete treatment and do not re-present for support within 6 months, is in line with the National averages of 6.7% for opiates and 37.2% for non-opiates.
- Ensure the proportion of all people in alcohol treatment programmes who successfully complete and do not re-present within 6 months is in line with the National average of 38%.
- Maintain our current performance of 35, the number of children who are the subject of a child protection plan per 10,000 children and young people which is above both national and regional comparators.
- Reduce the number of Looked after Children per 10,000 children and young people from 63 to the England average of 60.



# Safe, clean and active communities

## Our job

We want everyone to live in communities where people feel happy and safe, and which they are proud to call home.

Right across our district people are working together with energy and passion to make it a safer, cleaner place for all of us. A place where everyone can play an active role in, and feel part of, their community.



In Bradford people identify with and take pride in their local neighbourhoods, villages and towns. We are great at volunteering and we come together both at times of need and to celebrate and enjoy ourselves.

Our role is to help support people, communities and businesses so they can take more control over improving their neighbourhoods, tapping into the extraordinary energy and community spirit across our district. Our 90 councillors have a key role to play in communities as sources of local information and insight, and as community leaders who can promote and encourage action. Working together we can all play a part in creating and sustaining strong, safe and attractive communities.

Our role is also to work with communities to keep our streets clean and to maintain parks and green spaces so they are attractive places for us all to use and enjoy.

A clean, safe and welcoming environment will make our district a more attractive place to live, work, play, invest and study in.

In this chapter we have three priorities that we'll work with our partners to achieve: supporting communities to be active, resilient and harmonious, building safe communities and helping to maintain an attractive and welcoming environment.

### 1. Supporting communities

We will continue to work with community groups to help connect them to resources and opportunities. We will help them to deliver services and become more self-reliant, so they can take more control over improving their own neighbourhoods. We will also work to improve community relations and local networks.

This priority will help us deliver our community relations equalities objective, to ensure that people in the district get on well together.

### 2. Building safe communities

Neighbourhood Resolution Panels bring victims, offenders and criminal justice professionals together, facilitated by a community volunteer to agree what action should be taken to deal with certain types of low-level crime and disorder. The council has worked with partners to secure funding for the project, with officers now

located together at Sir Henry Mitchell House. More than 400 people have been trained in restorative justice and over 120 people act as volunteer facilitators leading to great successes in reducing re-offending rates and ensuring consistently high levels of victim satisfaction.

### 3. Help maintain an attractive and welcoming environment

In the last four years recycling rates have improved a lot, but too much rubbish that could go in the recycling bin still ends up as general waste. Littering is still seen as a problem on many streets and fly-tipping continues to be a problem. We will minimise waste, increase recycling and reduce the cost of waste disposal, including through new

alternate week bin collections. We will help keep neighbourhoods clean, educating and enforcing on littering and tackling fly-tipping. We will support people to play their part in making our district a better place to live, and make sure we have enough parks, activity areas and green spaces.

#### Holly Davy

Council Warden Team Leader, Neighbourhoods & Customer Services

"I take on anything from reporting local issues and supporting vulnerable residents to working with children to set up and run Junior Warden schemes. I love my job, I think it is the diversity of it all and helping people to make a difference to where they live. The job satisfaction is over 100 per cent and you reap what you sow."



## Our actions

We know that people can, and do, make a real difference to our district. While our specific actions will change over time our key actions now for delivery by the council are:

### Supporting communities

- Support individuals and groups who want to make a positive difference through our 'People Can make a difference' campaign, in volunteering, being neighbourly, fund-raising and taking community action.
- Help young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities that improve wellbeing.
- Help the transfer of management and ownership of community assets such as council-owned buildings and land to parish and town councils and community organisations, putting local resources in the hands of the community.

### Building safe communities

- Make sure we keep a positive and visible approach to policing in neighbourhoods.
- Keep working together to tackle child sexual exploitation, domestic violence, human trafficking and extremism.
- Take more forceful action against anti-social behaviour and crime in key areas.

### Helping maintain an attractive and welcoming environment

- Use more technology like 'smart bins' to help keep streets clean.
- Provide alternate week collections of general waste and recycling.
- Work with parish and town councils, community groups and user groups to maintain good quality parks and green spaces.



### Councillor Sarah Ferriby

Executive Member for Environment, Sport and Culture

“Living in a clean and pleasant environment is important to all residents, for both our physical and mental wellbeing, and we can all play our part in contributing to that. As a council we are focused on providing good-quality services such as refuse collection and street cleaning and we are working hard to support local people to become active citizens in their communities with shared ownership of where they live and increased community pride.”



### Building on our success

Neighbourhood Resolution Panels bring victims, offenders and criminal justice professionals together, facilitated by a community volunteer to agree what action should be taken to deal with certain types of low level crime and disorder. The Council has worked with partners to secure funding for the project, with officers now co-located together at Sir Henry Mitchell House. Over 400 people have been trained in restorative justice and over 120 people act as volunteer facilitators leading to great successes in reducing re-offending rates and ensuring consistently high levels of victim satisfaction.

## Targets 2016–2020

- Complete 30 Community Asset Transfers by March 2018.
- Maintain the overall anti-social behaviour victim satisfaction with the Neighbourhood Resolution Panel process at 100%.
- Minimise the number of fly tips reported against the 8,574 reported incidents in 2015/16.
- Improve the % of reported missed bin collections on the current 0.13%.
- Increase the tonnes of kerbside recycling beyond the 28,800 tonnes in 2015/16.
- Increase the number of people participating in community life/volunteering by 10% by 2020.
- Increase the proportion of people who agree that their local area is a place where people from different backgrounds can live harmoniously from 62% to the regional average of 65%.



# A well-run council, using all our resources to deliver our priorities

## Our job

We want to be an efficient, effective and productive council, open and transparent in all we do and working hard for all of our district.

More than 80 per cent of us that work for the council live in our district. We're proud of what we do and of our roles, working with people, partner organisations and communities to help improve our district and the lives of all who live here. We want to be as enterprising, energetic and extraordinary as the place we work for and the people we serve.

To run the council well and get the best for Bradford District, we need to make sure we are using all the district's resources to deliver the priority outcomes laid out in this plan: better skills, more good jobs and a growing economy, a great start and good

schools for all our children, better health, better lives, safe, clean and active communities and decent homes that people can afford to live in.

The role of the council as civic leader and champion of our district is crucial to bring together all the many assets we have as a place and as people to sustain and improve prosperity and to make sure we can continue to support the most vulnerable people in our communities.

We are all part of Team Bradford. We need to continue developing our diverse and committed workforce so we are always passionate, positive and flexible in delivering our priorities and honest and respectful in the way we work with people and organisations.



In this chapter we set out three specific priorities to make sure we are running the council well, democratically accountable to our district's people through the ballot box and always doing what we say we will do.



### 1. Use all our resources wisely

The amount of money that the council has to deliver services continues to reduce. By 2020, we will be a yet smaller organisation with a smaller budget. We must make sure that we always use all our resources wisely, including our money, staff, technology, information, facilities, assets and buildings and attract external funding and investment whenever we can.

We will make sure that every pound we spend achieves return on investment. We will buy goods and services that provide great value, and support our local economy wherever possible. We will make best use of new technology to improve services, reduce costs and provide

more access to information and services. Our buildings will be efficient and flexible to meet the needs of our services and communities. We will become a smarter council, using data and intelligence to drive and support the organisation to set a clear direction and be sure we are making progress towards our goals.

This priority will help us deliver our equalities objectives around organisational culture and equalities data, to ensure the council is well run, fit for business and is fair and inclusive in its approach, and uses data to provide us with the right insight, evidence and intelligence to make well-informed decisions.

### 2. Work in partnership

We will work with other organisations and businesses so that we continuously learn from best practice and make the most of our district's resources. We will use our community leadership role to influence, negotiate and try new, more effective ways of working. We will do this regionally, nationally and beyond. We will shout about the great things that are happening in our district, and build on our district's reputation to fuel investment and confidence.

We will communicate with, consult and involve our district's people in our work more. We will use this insight and evidence to make sure our policies focus on doing the right things to really tackle some of the challenges we have outlined in this plan. This will include providing opportunities for our citizens to shape, design and deliver the activities and services they need.

### 3. Make sure we are well governed, accountable and legally compliant

Our 90 councillors will be well supported and our democratic processes will be effective to help them to make decisions. We will do our utmost to comply with the law, adhere to ethical standards and make sure our decision making is transparent and accessible. We will encourage the scrutiny of our policy setting and delivery. We will welcome and encourage peer and councillor

review and challenge to test our leadership and decision-making, to make sure we are doing the right things and getting the right results.

We will put in place robust systems to anticipate and manage opportunities, threats, risks and challenges, and to make sure that we remain focused on our district's priorities.

# Our actions

While our specific actions will necessarily change over time, our key actions right now are:

## Use all our resources wisely

- Do things which have the most impact on our priorities, and increasingly put a stop to things which are less effective.
- Get the best out of the money we spend, buying at the best price and asking suppliers to show how they support the local economy.
- Investigate opportunities to share services and facilities with other organisations where this delivers benefits to our district.
- Create an environment where staff feel engaged with the council's principles and behaviours and we celebrate innovation and improvement with pride.
- Use technology to make more services and transactions digital to improve our efficiency.
- Seek out best practice actively and apply it, sharing our learning and encouraging best practice in our suppliers, partners and providers.
- Make the transition to a low carbon and energy efficient council and district.
- Make sure buildings and other physical assets are well utilised.

## Working in partnership

- Work through the Bradford District Partnership to diagnose needs and design effective policies based on insight and evidence.
- Communicate in plain English, through a range of channels, such as our website, app, social media and printed leaflets.
- Work across and through the West Yorkshire Combined Authority and Leeds City Region to get the best deals for our district.
- Develop and implement a place marketing strategy to build our district's reputation and influence, showing what a great place it is to live, work, invest, visit and study in.
- Work with voluntary and community sector groups and town and parish councils to design the best ways to deliver our priorities.

## Make sure we are well governed, accountable and legally compliant

- Make sure we meet fully the standards expected of well-run public bodies.
- Run elections well in a transparent way and encourage more people to register to vote.
- Be open to scrutiny and challenge, and provide information to citizens and taxpayers on how we are doing.

### Patrick Tipton

Systems and Information Officer, Procure to Pay Team

**"I really enjoy my role as there is never a dull moment and every day is a challenging one. I make sure systems and processes are efficient so that suppliers who provide goods and services to the council can be paid promptly. Cash flow can cripple small local businesses so we make sure invoices are dealt with quickly. It's important work with meaningful consequences. We are always looking to find better ways to be even more efficient and cost-effective."**



## Building on our success

The council's accommodation strategy has reduced the number of buildings we require and the savings have funded the improvements in the remaining buildings to provide a better environment for staff and the public, such as the provision of the Registrar's Office within City Hall. Investment in the council's remaining estate has made it modern, fit for purpose, energy efficient and has allowed staff to work in a more agile way. An increased number of council staff working in the city centre is also helping with the economic regeneration of our district. Up to the end of 2015/16 £21.6 million has been saved as a result of this accommodation strategy, with a further £15.9 million expected by 2019.

### Councillor Abdul Jabar

Executive Member for Neighbourhoods and Community Safety

**"Having a well-run council underpins everything we do and it is vital to achieving our priorities. It's about being efficient and productive, but importantly it's also about ensuring that the council reflects the wider district and that we are working respectfully and accountably so that we serve everyone's best interests. As a key public body and force for local democracy, we take our role extremely seriously because a well-run and cohesive council can help shape a well-run and cohesive community."**

## Targets 2016–2020

We will assess our performance by closely monitoring:

- Ensure spending is within budget and year on year savings agreed by Council and specifically the £42m agreed in February 2016 through to March 2018 are delivered.
- Increase residents' satisfaction with the council's delivery of services by 10% by 2020.
- Ensure 90% of staff have received a positive performance review and have a development plan in place by 2020.
- Increase the number of staff who are confident to declare a disability from 2.1% to 5.4% by 2020.
- Reduce the average number of days lost per employee due to sickness absence (excluding schools) from 11.29 days to 9.76 days.
- Increase the % of total third party spend with suppliers operating from within the district from 36% to 45%.
- Reduce the value of backlog maintenance works outstanding on Council buildings from the current £56m.
- Increase the % of Council Tax collected from 94% to 96%.
- Increase the % of non-domestic rates collected from 96% to 98%.
- Increase the % of staff feeling they have the skills required to carry out their role to 90% by 2020.
- Decrease CO2 emissions to meet our target of 67,109 tonnes by 2020.



## Working with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.

### **We are proud of all our district.**

Day after day, we demonstrate our commitment and passion for Bradford District, working on the front-line, in our offices, serving the people of Bradford directly, or supporting someone who does. 82 per cent of us call Bradford home as well as our place of work, but all of us care.

And we are proud to work for the council.

Our most recent staff survey shows we feel valued by our line managers, are clear about our role and have the opportunity to provide constructive feedback. We know that we are at our most effective when we work together and with a clear purpose. We will continue to build a culture of collective effort with our colleagues, partners and people across the district and beyond.

We have recently developed our 'Bradford Behaviours' to show what we value most from each other and from our leaders and managers. Our behaviours focus our attention on being:

- Positive
- Engaging
- Responsible
- Flexible

These behaviours will help us attract, retain and develop people who, like us, are also passionate about Bradford, and who are willing to go the extra mile for this extraordinary, energetic and enterprising place.





**Report of the Chair of the Corporate Overview & Scrutiny to the meeting of Corporate Overview and Scrutiny Committee to be held on Wednesday 7 September 2016.**

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**Subject:**

Annual Report for Overview and Scrutiny 2015-16

**Summary statement:**

This report presents the Draft Annual Overview and Scrutiny Report for 2015-16.

---

Cllr Arshad Hussain  
Chair – Corporate Overview and Scrutiny  
Committee.

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Scrutiny Lead  
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**1. SUMMARY**

- 1.1 This report presents the draft Annual Overview and Scrutiny report 2015-16, to be considered for adoption.

**2. BACKGROUND**

- 2.1 Under the Council's Constitution, the Corporate Overview and Scrutiny Committee is required to produce an annual report to Council on the activities of the Overview and Scrutiny Committees.

- 2.2 The remit of all the Overview and Scrutiny Committees covers the Corporate Priorities of:

- Improving educational attainment;
- Supporting the district's economy, jobs and skills and city centre regeneration;
- Supporting the most vulnerable adults, children and families;
- Securing and adequate supply of decent and affordable homes;
- Reducing health inequalities;
- Safe, clean and welcoming neighbourhoods.

**3. OTHER CONSIDERATIONS**

- 3.1 The Annual Report gives a summary of the key activities of the Overview and Scrutiny Committees in 2015-16, key findings from the Overview and Scrutiny Survey, work carried forward into 2016-17 and a foreword from all the Overview and Scrutiny Chairs.

**4. OPTIONS**

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

**5. FINANCIAL & RESOURCE APPRAISAL**

- 5.1 The Corporate Overview and Scrutiny Committee continues to maintain an Overview of the Councils Financial Position Statements.

**6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

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

**7. LEGAL APPRAISAL**

- 7.1 None.



**8. OTHER IMPLICATIONS**

**8.1 EQUALITY & DIVERSITY**

The Corporate Overview and Scrutiny Committee oversees the area of Equality and Diversity.

**8.2 GREENHOUSE GAS EMISSIONS IMPACTS**

The remit of the Environment and Waste Management Overview and Scrutiny Committee includes the strategies, plans, policies, functions and services directly relevant to the priority about improving waste management and the environment.

**8.3 COMMUNITY SAFETY IMPLICATIONS**

The remit of the Corporate Overview and Scrutiny Committee includes Safer and Stronger Communities.

**8.4 WARD IMPLICATIONS**

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

**9. NOT FOR PUBLICATION DOCUMENTS**

9.1 None.

**10. RECOMMENDATIONS**

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

10.2 That the Annual Overview and Scrutiny Report for 2015-16 be referred to Council for consideration.

**11. APPENDICES**

11.1 Appendix 1 – Draft Annual Overview and Scrutiny Report for 2015-16.

**12. BACKGROUND DOCUMENTS**

12.1 Overview and Scrutiny Annual Surveys.

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## Chairs' Foreword

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Dear Resident

We have the pleasure of presenting the 2015-16 Overview and Scrutiny Annual Report. This report summarises the achievements and contributions made by the Overview and Scrutiny Committees over the last 12 months.

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

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

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

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

Cllr Arshad Hussain - Corporate.  
Cllr Dale Smith - Children's Services.  
Cllr Martin Love - Environment and Waste Management.  
Cllr Vanda Greenwood - Health and Social Care.  
Cllr Adrian Farley - Regeneration and Economy.

## Overview and Scrutiny in Bradford

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Bradford Metropolitan District Council has five Overview and Scrutiny Committees. Corporate O&S Committee has ten members, and the other Committees have nine members each.

Three of the Committees have additional members of the public, as “co-opted” members.

The Committees are:-

- Corporate Overview and Scrutiny Committee, (also has a co-ordinating role);
- Children’s Overview and Scrutiny Committee;
- Environment and Waste Management Overview and Scrutiny Committee;
- Health and Social Care Overview and Scrutiny Committee;
- Regeneration and Economy Overview and Scrutiny Committee.

And their role is to:-

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

A total of 42 members and 16 Co-opted members were engaged with Overview and Scrutiny.

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

Our meetings are open to the public and we always welcome contributions from people who attend our meetings or send us their views. We are delighted that a number of you came to several of our meetings to tell us what you think.

## Overview and Scrutiny Annual Survey 2015-16

Question	Very Satisfied		Fairly Satisfied		Neither Satisfied nor Dissatisfied		Fairly Dissatisfied		Very Dissatisfied	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
<i>Overall, how dissatisfied or satisfied are you with the general operation of overview and scrutiny in Bradford District?</i>	20%	21% (+1%) ↑	56%	52% (-4%) ↓	12%	21% (+9%) ↑	9%	6% (-3%) ↓	3%	0% (-3%) ↓
<i>How dissatisfied or satisfied are you with the level of public involvement in the scrutiny process?</i>	11%	10% (-1%) ↓	44%	34% (-10%) ↓	32%	43% (+11%) ↑	13%	12% (-1%) ↓	1%	2% (+1%) ↑

Statement	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
<i>O&amp;S effectively acts as acts as critical friend to the Council's leadership, senior officers and partners.</i>	31%	25% (-6%) ↓	51%	59% (+8%) ↑	9%	9% ↔	4%	1% (-3%) ↓	6%	6% ↔
<i>O&amp;S contributes to improving services in Bradford District.</i>	35%	21% (-14%) ↑	50%	62% (+12%) ↑	7%	9% (+2) ↑	2%	1% (-1%) ↓	6%	8% (+2%) ↑

### Responses – survey carried out Feb/March 2016 (2015 results in brackets)

Overall response rate: 47% (33%)

Total surveyed: 257 (269)

Total number of responses: 121 (89)

Councillors (all): 29 (21)

Co-opted Members and officers (Council and external): 91 (63)

Number of O&S Committee meetings attended by respondents: 0-3 meetings = 58% (56%); 4+ meetings = 43% (44%)

### Comment

By comparison with the last survey in 2015, there has been an increase in both the number of responses received and the response rate\*. The response rate from Councillors has also increased to 32% (up from 23% last year). Once again the results are broadly positive, with only 6% of respondents expressing a degree of dissatisfaction with the overall operation of overview and scrutiny. However, it is the case that well under half of respondents (44%) are satisfied with the level of public involvement in the scrutiny process.

\*This may in part be explained by a technical problem experienced by some Council officers and Councillors when trying to complete the 2015 survey.

## **Examples of work undertaken in the past year**

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

### **Poverty Scrutiny Review**

Members of the Corporate Overview and Scrutiny agreed to undertake an in-depth Scrutiny Review, into the effectiveness of Bradford Council and its Partners to address poverty across the District.

The Committee has held a number of information gathering sessions relating to the links poverty has with low income, children and families, fuel and health and housing.

The key findings and recommendations of the review were considered by the Committee on Wednesday 29 June 2016, where members agreed the key findings and review recommendations.

Progress against the recommendations will be considered by the Committee in December 2016.

### **Finance and Performance Monitoring**

Monitoring Finance and Performance across the Council is and remains key for the Corporate Overview and Scrutiny Committee. Here members will be considering budget and performance pressures and the effectiveness of steps being taken to address them.

### **Safer and Stronger Communities**

Safer and Stronger Communities has been and continues to be an important area of work for the Corporate Overview and Scrutiny Committee. This will continue through the scrutiny of Safer and Stronger Communities performance and engagement with the West Yorkshire Police and Crime Panel.

### **Educational Attainment**

The Children's Services Overview and Scrutiny Committee last year continued to monitor the recommendations resulting from its detailed investigation into Educational Attainment in the district, and the recommendations from Professor David Woods report on the effectiveness of the District's arrangements to support School Improvement.

### **Workloads of Children's Social Care Services**

The Committee received three reports during the year detailing the workloads of Children's Social Care Services. Members were keen to understand the pressures on the service and also what systems were in place to address any concerns. Social Workers from the service attended Committee meetings to speak about their experiences.



## **Schools Forum**

The primary function of a Schools Forum is to recommend to the Council's Executive Committee how the funding, which the Government provides for schools and individual pupils (known as the Dedicated Schools Grant), is managed.

The Committee built a good relationship with the Schools Forum, and received regular updates on the work of the forum throughout the year.

## **West Yorkshire Combined Authority**

A key area of work which has been considered by the Environment and Waste Management Overview and Scrutiny Committee has been the developments around the West Yorkshire Combined Authority, but with particular reference to Transport links and the Strategic Transport Infrastructure Priorities for the District. Members have agreed to keep an overview of this.

## **Transportation and Rendering of Animal By-Products by Omega Proteins**

This continues to be an issue of public concern and an area that members of the Environment and Waste Management Overview and Scrutiny Committee are keen to keep an Overview.

## **Renewable Energy**

Reports have been received from the Environment and Climate Change Unit regarding renewable energy in the District. This has raised a number of further issues to be included in our work programme and members of the Environment and Waste Management Overview and Scrutiny Committee have asked for further information.

## **Domiciliary Care**

At its meeting of 9 January 2015, following a detailed scrutiny, the Health and Social Care Overview and Scrutiny Committee made seven recommendations to the Council's Executive in respect of the impact of the Council's £12.50 fee for standard domiciliary care. At the Executive's meeting of 15 September 2015, all but one of the recommendations was accepted. The work of the Committee, along with that of Healthwatch Bradford and District has since influenced the development of the Council's Integrated Personalised Support and Care Framework (which was scrutinised by the HSCOSC in January 2015). The new framework, once implemented, aims to improve the quality of services, enhance safeguarding and will review rates and cost models.

## **Arrangements for dealing with obstructions on the highway (advertising 'A' boards)**

Following an earlier recommendation of the Health and Social Care Overview and Scrutiny Committee, on 13 October 2015 the Council's Executive resolved that a 12 month trial of a zero tolerance approach to obstructions on the highway would be adopted in four areas of the District. The trial of the ban commenced on 4 January 2016 and will

conclude in early December when a report on the findings will be considered by the Health and Social Care Overview and Scrutiny Committee.

### **Bradford Teaching Hospitals NHS Foundation Trust**

Following two successive Care Quality Commission inspection judgements of 'requires improvement', the Health and Social Care Overview and Scrutiny Committee has undertaken extensive scrutiny of the Trust over the last 12 months. This has focussed on progress and action to address serious backlogs in the outpatient appointment system, improvements to the hospital estate and management of staffing issues. The Committee has also sought assurance around the strength of the Trust's governance arrangements.

The Committee also scrutinised the relocation of hyper-acute stroke services from Airedale NHS Foundation Trust to the Bradford Teaching Hospitals site.

### **The National Media Museum**

In response to public concern and media coverage the Regeneration and Economy Overview and Scrutiny Committee held a special meeting to discuss the transfer of photographic artefacts from the national Media Museum to the Victoria and Albert Museum in London. The Media Museum Director Jo Quinton-Tulloch attended to address the meeting as did Jonathan Newby, the Deputy Director of the Science Museum Group.

### **Regeneration in Keighley**

The Regeneration and Economy Overview and Scrutiny Committee held a "Keighley" themed meeting, discussing the key issues in relation to the Town including the Keighley Business awards, the former Keighley College building, the Worth Valley Shopping Centre, Transportation and Heritage issues.

### **Get Bradford Working**

The Regeneration and Economy Overview and Scrutiny Committee received information on the "Get Bradford Working" scheme, in particular the SkillsHouse initiative – Bradford's Retail Academy. The initial priority is to support unemployed people in the district, by upskilling them and providing them with qualifications in Retail, Hospitality and World Host Principles of Customer Service. Members heard that to date SkillsHouse has supported 342 individuals into work, 166 of which are working within "The Broadway" shopping centre.

## **Looking ahead**

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

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

### **Detailed Scrutiny Reviews**

Following a recommendation from Council, the Corporate Overview and Scrutiny Committee are undertaking a detailed Scrutiny Review into the effectiveness of Bradford Council and its Partners in dealing with the December 2015 floods.

Domestic Violence within the District will also be the subject of another detailed Scrutiny Review, by the Corporate Overview and Scrutiny Committee in this Municipal Year.

The Environment and Waste Management Overview and Scrutiny Committee will be conducting a detailed Scrutiny Review to consider the future of Water Management and associated problems of flooding in the Bradford District.

The Health and Social Care Overview and Scrutiny Committee will, over the next 12-24 months, take an in-depth look at the health and social care workforce issues facing the District.

### **Impact of leaving the European Union on Bradford**

Members of the Corporate Overview and Scrutiny Committee will be exploring the impacts of leaving the European Union on the Bradford District.

### **West Yorkshire Fossil Fuel Disinvestment from the Fossil Fuel Industry**

Following a referral from Council, the Corporate Overview and Scrutiny Committee will be examining the legal position of the Pension Fund in terms of its powers to invest and disinvest, the financial consequences of disinvesting from the fossil fuel sector and consideration of the risks and positive effects of fossil fuel disinvestment.

### **Income Streams**

Members of the Corporate Overview and Scrutiny Committee are keen to explore income streams into the Council and how these be further improved, in light of the current climate.

### **Changing Landscape of Education Services**

Children's Services Overview and Scrutiny Committee will look at the Changing Landscape of Education Services and the implications of recent policies with a view to identifying roles and responsibilities, now that more schools are converting to become academies.

## **Child Sexual Exploitation**

Children's Services Overview and Scrutiny Committee will have a strong focus on ensuring measures are in place to combat Child Sexual Exploitation and raising awareness of the issues involved. They will receive reports relating to Child Sexual Exploitation, including information on Children missing from home and care, the annual safeguarding report and reports on the workloads of Children's Social Care.

## **Procurement of Waste Treatment Arrangements**

The progress relating to the Procurement of Waste Treatment arrangements for the District will be a key area of work for the Environment and Waste Management Overview and Scrutiny Committee, as members will seek involvement at key stages in the procurement process.

## **Road Safety**

The Environment and Waste Management Overview and Scrutiny Committee will be particularly focusing on road safety, especially Bradford's Casualty Reduction Performance and Strategy for Road Safety across the District.

## **Performance Monitoring**

Members of the Environment and Waste Management Committee will continue to have an overview and scrutinise the performance in Transport and Highways and Waste Management.

## **Quality of adult residential care provision**

There continue to be concerns about the quality of residential care provision in the District. The Health and Social Care Overview and Scrutiny Committee will continue to focus on this issue through the year, scrutinising Care Quality Commission inspection results and activity, the Airedale and Partners Vanguard programme for enhanced health care in care homes and the Council's Great Places to Grow Old Programme.

## **Mental Health**

In September 2016 the Health and Social Care Overview and Scrutiny Committee will be contributing to the development of a joint 5 year mental health strategy for the District, followed in October by a special joint meeting with the Children's Services Overview and Scrutiny Committee to look at mental health issues and services for young people and children. In addition, early in 2017 the Committee will be taking a detailed look at community mental health services.

## **Dentistry**

Oral health and, in particular, access to routine NHS dental care, continues to be a major concern for people in the District. The Health and Social Care Overview and Scrutiny Committee will hear from Healthwatch Bradford and District, NHS England commissioners and Public Health on the current issues and will scrutinise what, if any, progress has been made to address them over the past 12 months.

## **Housing**

The Regeneration and Economy Overview and Scrutiny Committee will hold a themed meeting which will cover several reports related to Housing. The areas to be covered include the Empty Homes Strategy, Affordable Housing, Housing and Homelessness strategy and Housing Enforcement.

## **Sports Facilities Investment Plan**

The Regeneration and Economy Overview and Scrutiny Committee will continue to monitor the progress of the Sports Facilities Investment Plan which involves the development of new swimming pools and sports facilities across the District. The Committee will receive information on revenue projections for the first phase, and the detailed designs for the scheme.

## **Tourism**

The Regeneration and Economy Overview and Scrutiny Committee will receive a report on Tourism in the District including feedback from the public consultation on the Tourism review and the impact of other strategies.

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

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# Membership of the Corporate Overview and Scrutiny Committee

## Members

Cllr Arshad Hussain, (Chair).  
Cllr David Green, (Deputy Chair).  
Cllr David Warburton.  
Cllr Sue Duffy.  
Cllr Rosemary Watson.  
Cllr Martin Smith.  
Cllr Jack Rickard.  
Cllr Simon Cooke.  
Cllr Jeanette Sunderland.  
Cllr Adrian Naylor.

## Alternate Members

Cllr Vanda Greenwood.  
Cllr Tariq Hussain.  
Cllr Carol Thirkhill.  
Cllr Rizwana Jamil.  
Cllr Fozia Shaheen.  
Cllr Andrew Mallinson.  
Cllr Val Townend.  
Cllr Mike Pollard.  
Cllr David Ward.  
Cllr Anne Hawkesworth.

## Contact for Enquiries

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## Chair's Foreword

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Meeting those residents, businesses and voluntary groups who have been directly affected by the December 2015 floods has provided us with an insight into the real life difficulties faced by our residents.

During the information gathering sessions, members were concerned that some residents had still not moved back into their properties.

Floods are a natural disaster and despite action that has been taken to assist those that have been impacted by the floods, our approach to flood resilience should be stronger, with improved co-ordination of activities and communication by Bradford Council and its key partners.

Also we need to greatly improve our approach to preventing flooding and this is a key area of work of Bradford Councils Environment and Waste Management Overview and Scrutiny Committee. In our co-ordinating role, we will be keeping an overview of this.

Flooding will happen again, but we as a Council and together with our partner organisations, need to provide robust support and advice to those that need it. From meeting those that have been affected by the floods, it is clear that Voluntary groups have been instrumental in assisting people and we need to work closer with such organisations.

I would like to thank the members of the Committee past and present for their commitment during this Scrutiny Review, as well as Council Officers.

More importantly, I would like to thank the residents, businesses and voluntary groups affected by the December 2015 floods, who gave up their time and came to speak to us. We have listened to what you have had to say and will strive to make our approach to flood resilience, and the support provided, much stronger through our recommendations.

**Councillor Arshad Hussain**  
**Chair, Corporate Overview and Scrutiny Committee**

### **Background**

At its meeting on Tuesday 19 January 2016, Council agreed that the Corporate Overview and Scrutiny Committee undertake an in-depth Scrutiny Review, into the effectiveness of Bradford Council and its Partners in dealing with the floods across the District in December 2015.

As part of this Scrutiny Review, members also looked to explore how we can learn from the approaches taken during the winter 2015 floods, to assist the Council and its Partners to better deal with future floods.

It was also agreed that the Corporate Overview and Scrutiny Committee would receive the final review report, prior to its submission to full Council.

The Environment and Waste Management Overview Scrutiny Committee is undertaking a wider scrutiny review into Water Management across the District.

The winter 2015 floods affected several areas and communities across the District.

### **Key Lines of Enquiry**

The key lines of enquiry for this scrutiny review are to:

- Evaluate Bradford's preparedness for serious flooding and response to December's floods;
- Identify how Bradford Council and other Local Authorities and Partners can share learning and strengthen joint working;
- Explore follow-up activity, in relation to supporting affected communities in the aftermath of the floods.

### **The Scrutiny Process**

Members have received and gathered a range of information from a number of different sources, including:

- Two information gathering sessions with residents, businesses and voluntary groups;
- Information gathering session with Bradford Council and external Officers;
- Online Survey.

## Chapter 2 – Key Findings

---

This section presents the findings of the Corporate Overview and Scrutiny Committee into The effectiveness of Bradford Council and its partners in dealing with the floods across the District in December 2015.

Throughout the course of the information gathering phase, members were made aware of various issues and concerns. Some of these focused specifically on flood prevention by looking into river dredging, drainage management, clearing debris from the River Aire, maintaining flood plains, rivers and reservoirs and upland management through tree planting. Areas such as these will be referred to the Environment and Waste Management Overview and Scrutiny Committee, for those members to consider as part of their wider Scrutiny Review into Water Management across the District. The Corporate Overview and Scrutiny Committee will keep an Overview of this.

### Online Survey

An online flooding survey was used to gather the views of those that had been affected by the December 2015 floods. The online survey ran from April 2016 to July 2016 and a total of 75 responses were received.

The full survey results are available on request.

Table 1 – Total responses broken down by area.

Area	Number of responses
Bingley	15
Shipley	11
Keighley East	10
Bingley Rural	7
Craven	6
Baildon	5
Worth Valley	3
Heaton	1
Idle and Thackley	1
Ilkley	1
Keighley Central	1
Keighley West	1

*\*A total of 75 responses were received, however Table 1 indicates only 62 responses as being received. This is because 13 respondents did not indicate which area they were from.*

The worst hit areas appeared to be Bingley and Bingley Rural who were badly flooded for one day and areas such as Bingley, Keighley East and Shipley who were flooded for up to a week. Craven and some areas of Keighley East were also flooded for up to a day.

Most damage was to homes and properties in the Bingley, Bingley Rural, Keighley East and Shipley areas of Bradford on the morning and afternoon of Boxing Day.

Furthermore, damage caused by flood water also extended to gardens, other internal areas of buildings, gas and electricity supplies.

Respondents highlighted Bradford Councils Emergency Planning arrangements' as the main service which could have been delivered better. Those from Bingley, Keighley East and Shipley were aware of schemes which assist victims of flooding.

It was clear from the responses that the only assistance that residents felt they had received was from Flood Support Groups, such as the Bingley Flood Support group. Here, the Bingley Flood Support Groups provided those affected by the Floods with food, plumbers, electricians and other supplies. It does appear the Bingley Flood Support Group has a sound model to assist residents who have been affected by floods.

From the online survey the key and recurring messages that arose were centred on communication, advice and support. Listed below are the key messages arising from the survey:

- More advice should be provided by Bradford Council and the Environment Agency, particularly in relation to the financial support available to assist residents;
- Respondents felt that they had not received adequate support and advice from Bradford Council, particularly relating to not being given enough notice about the floods and distributing sandbags early;
- Bradford Council should have had staff available as soon as the floods happened, even if it was a Bank Holiday;
- Council staff should have been sent out to visit areas that had been affected by the floods, in the early days after the floods, so that residents could engage with Officers directly with their queries;
- Better traffic management, where roads were closed due to flooding.

### **Information gathering sessions with residents, businesses and voluntary groups who had been affected by the floods**

Members of the Corporate Overview and Scrutiny Committee also met with residents, businesses and voluntary groups who have been affected by the floods, as well Council and external officers. This took place on:

- Thursday 21 July 2016, at 6.30pm in Shipley Library, (see appendix 2);
- Thursday 26 July 2016, at 2.00pm, in Victoria Hall, Saltaire, (see appendix 2).

Overleaf are the key findings from both these sessions.

## **Effectiveness of the Support received by people affected by the Floods**

- Not everyone was registered with the Environment Agency for Flood Alerts and even those residents that were, did not actually receive any flood alert warnings; hence residents were not aware that it was likely to flood.
- There had been a response from voluntary organisations and the community itself with regards to assisting the victims of the floods; however some residents felt that Bradford Council could have done more to assist.
- Members heard that some residents had still not moved back into their homes And are without water and heating, its clear that more support is needed for these residents to get them back into their homes as a priority. This was primarily due to residents still needing to make essential repairs to their properties to allow them to safely move back in.
- Businesses in particular felt the effects of the floods, as they had to close due to damage to their premises and subsequent loss in income, in an already difficult economic climate.
- People affected by the floods expressed their dissatisfaction at the Police, who they felt had not adequately protected the properties of those people who had to leave their homes. However discussions with officers from West Yorkshire Police indicated that there had been one reported case.
- Some people said that even though representatives from the Environment Agency had attended the flooding sites on the day, the officers did not provide any help or advice.
- It was unanimously felt by the people who had been affected by the floods that key organisations such as Bradford Council, the Environment Agency, Incommunities, West Yorkshire Police, Yorkshire Water and Fire Services were not working together and that people were being passed between them, with no one taking responsibility.
- There were also views expressed by residents, businesses and voluntary groups affected by the floods that local councillors were not “visible” enough at locations across the District where the floods had taken place and that the involvement from local councillors would have been welcome.

## **How could the support provided to those affected by Floods be further improved?**

- There was general consensus amongst residents, businesses and voluntary groups that had been affected by the floods that this had in fact been like a “perfect storm”, whereby the floods happened when it was a public holiday; staff were themselves affected and were unable to travel; however, it was felt that there needs to be a plan to mitigate against this risk.
- Furthermore, there was agreement that improvements should be made to the sharing of information. For instance many people had experienced flooding in the areas before and had a wealth of local knowledge that they could have shared with organisations such as Bradford Council, the Environment Agency, Yorkshire Water, Incommunities and West Yorkshire Police. It was also expressed that the sharing of information should also include sharing the contact details of local voluntary groups with partner organisations.

- Those in attendance at the information gathering session also said that people residing on flood areas should all sign-up to the Environment Agency's flood alert system and that the Environment Agency should provide early flood alerts to people who are likely to be affected.
- There was agreement amongst those affected by the floods that a "flood buddy" approach should be developed in the District, where in the event of a flood and at very short notice, local people could assist those that have been affected by floods, for example assisting in moving furniture and providing food and water, as well as other support.
- It was felt that much better use could be made of social media such as Twitter and Facebook to circulate key messages to people before, during and after the floods.

## Information gathering session with Officers

Members of the Corporate Overview and Scrutiny Committee also held an information gathering session with Bradford Council and External Officers, on Thursday 25 August 2016, (see appendix 2).

Members learned how Bradford Council's approach to handling future floods was already getting stronger, through a number of actions that had already been taken. These actions included:

- Presented an effective case to government for £2.4m for flood repairs; these are now programmed;
- Provided Council Tax rebates;
- Following the flooding, checked and cleared all road gullies in known high risk flooding areas. Gullies in high flood risk areas, busy junctions, arterial roads or on storm drains are inspected 4 times a year and emptied 2-3 times a year;
- Prioritised and cleared reported blocked gullies within 21 days;
- Put in place 25 clean teams, 35 transit vehicles and 1 Refuse Collection vehicle which are available to assist in both delivering sand bags and clearing debris both during and post flooding;
- Trash screens to keep debris out of water courses/ becks are also inspected monthly or quarterly, dependent on risk, or more often in anticipation of heavy rainfall;
- Where risk is visible, all damaged highway structures have been identified and assessed for repairs based on risk;
- Underwater inspections to major vulnerable structures commenced in late June with anticipated 3 months completion;
- In conjunction with the Environment Agency, identified 15 worst hot spot flooding locations for further investigation with a view to a bid for Flood Defence Grant in Aid Funding;
- Reviewed the Council's policy with regard to the purpose and use of sandbags which will be publicised. Numbers of sandbags held and their locations is currently being reviewed;
- Made sure that weather and flood warnings are being directly linked to levels of service that need to be available based on the severity of risk;
- Ensured that Elected Members now receive direct notification of weather alerts and other warnings in addition to Emergency on call arrangements;
- Reviewed the Council's Adverse Weather plan;
- Looked at the adequacy and location of rest centres across the district, with additional ones now under consideration;
- Considered the on call/standby arrangements of Council services involved in the flooding response with services determining their ongoing requirements. Local arrangements are in place for all key services. Marketing and Communications was identified as a key area for improvement which now has a standby arrangement in place;
- Arranged for the Council's Emergency Management Team to now tweet emergency and out of hours on call incidents on Bradford Council's main Twitter Account to enable greater public coverage;
- Ensured that the Emergency Management Team is provided with better IT connectivity to ensure access to necessary Council systems in emergency



- situations. Individual services are reviewing their individual IT connectivity requirements for emergency situations;
- A new video conferencing facility is now in place to enable better communications between the Council and its partner organisations in emergency situations;
  - Enabled the Council's Contact Centre to now prioritise any high priority or ongoing emergency incidents at the top of its help list;
  - The capacity of the Council's call handling is to be reviewed by the end of August 2016;
  - A wide ranging Communications strategy is in the final stages of development to explain the Council's, partner and public responsibilities in responding and dealing with serious flooding incidents;
  - Been working with local Councils to develop Local Resilience Plans where the community may become isolated and may need to help itself until Emergency Services/Council Services are available and then work with them. Communities are being encouraged to identify storage space where appropriate emergency equipment/resources can be held in the community. The Council is working with the EA to ensure active flood wardens are included in emergency and flood plans;
  - Ensured that volunteers and voluntary groups who came forward are being linked into Local resilience plans to ensure consistency in contact and follow up actions.

However further discussions with officers highlighted that following key issues.

- Members said that Bradford Council and its partners do have a good idea of the areas where it will flood, hence the people who will require support and guidance should be easily identifiable and people living in those areas should have flooding guidance information early. It was agreed here that officers from Bradford Council and the Environment Agency need to consider which communities are most at risk, how best to support them and where best to target resources.
- Members also felt that those at risk would need to know now what steps they need to take in the event of a flood, (before and after); something as simple as a "10 Point Plan", pinned up on their wall/fridge.
- Communication before and after the event was another key area raised, where more could be done and even though social media was used to communicate key messages to those affected by the floods; members felt that not everyone used social media and that Bradford Council and its partners needed to be more proactive. One such approach included posting key information through peoples doors in high risk flood areas.
- For communication to be effective, the general consensus amongst members was that those at risk of flooding needed to be communicated prior to the flooding event happening.
- There was considerable praise for the Bingley model of supporting peoples who had been affected by the floods and it was recommended that this model be used in other flood risk areas, developing "community hubs", across these areas.
- Members were also concerned about the confusion surrounding the use of flood resilience grants, as well as half of the properties affected by the floods had actually received flood resilience grants and that half of the properties that had been flooded had actually applied for flood resilience grants.
- A colleague from Calderdale Council informed members and officers that there flooding had highlighted similar issues, particularly those relating to communication and flood resilience grants.

## **Corporate Overview and Scrutiny Committee – Thursday 29 September 2016**

Councillors for the Corporate Overview and Scrutiny Committee considered the review findings and recommendations at the meeting on Thursday 29 September 2016, which was also attended by Bradford Council Officers and 10 residents, businesses and voluntary groups affected by the floods, (see appendix 2).

During the meeting, further areas for improvement were identified. These included:

- It was felt that Flooding Resilience Plans needed to be further developed and strengthened to assist those that have been affected by flooding;
- Members were keen to see the progress of the flood related work that has been undertaken since the Floods and also to keep an overview of planned works;
- There was consensus amongst Councillors that there were some groups of people such as the elderly and people with limited mobility, who were more vulnerable during flooding and needed additional support;
- As already highlighted the information gathering sessions for this Scrutiny Review, communication with residents both before and after the flooding was again indicated as being an area for improvement; particularly relating to delivering key messages and there being a reference point of key contacts for people to be able to access in the occurrence of flooding;
- Continuing with the communication theme, Councillors also felt that on the days of the floods people affected by the floods did not know who they should contact. Most residents used Bradford Councils Contact Centre and it was felt that there should be a dedicated flood line number, operated by people who have expertise in this area;
- Councillors and residents in attendance were also of the view that blocked culverts and drains also contributed to the levels of flooding and more should be done to clean culverts and drains.

Subsequently, Councillors for the Corporate Overview and Scrutiny Committee agreed further recommendations for improvement.

These additional recommendations are detailed in Section 4 and are from recommendations 9 to 17.

### Chapter 3 – Concluding Remarks

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Providing support and guidance to those affected by floods across the District by Bradford Council and its Partners is complex and one that requires a multi-faceted approach.

It has been clear from the discussions that members have had with residents, businesses and voluntary organisations that have been affected by the Floods that whilst Bradford Council and its partners have provided support and guidance to those affected by floods, more can and should be done.

In its deliberations, this committee has endeavoured to take a balanced approach to this Scrutiny Review and one that encompasses the views and concerns of all interested parties.

The Scrutiny Review report identifies a number of recommendations, if implemented, would further improve the support and guidance provided to those who have been and those who will be affected by floods.

Bradford Council's Corporate Overview and Scrutiny Committee will monitor progress against the Scrutiny Review recommendations.

## Chapter 4 – Summary of Scrutiny Review Recommendations

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The recommendations set out below have come from the online flooding survey and information gathering sessions undertaken.

### **Recommendation 1**

This Committee recommends that Bradford Council Officers engage with residents, businesses, the Bingley Flood Support Group and other Flood Support Groups to share best practice in developing its own Flood Resilience Plans.

### **Recommendation 2**

This Committee recommends that Bradford Council together with key partners produce a laminated leaflet containing key flooding information. This leaflet should be provided to all living in flood affected areas and should include:

- Advice on what to do to prepare for a flood;
- Who to contact during and after the flood;
- What to do with flood damaged goods;
- Who can apply for funding to replace flood damaged goods;
- Where you can get advice from to help protect your property for the future.

### **Recommendation 3**

This Committee recommends that a “flood buddy” approach be developed for the District.

### **Recommendation 4**

This Committee recommends that support mechanisms for businesses in flood affected areas be designed, in anticipation of future floods happening.

### **Recommendation 5**

This Committee recommends that Bradford Council and its partners encourage and support residents in very high risk flood affected areas to develop personal emergency plans for future flooding events.

### **Recommendation 6**

This Committee recommends that the Environment Agency ensures that all residents and businesses that have been affected by the flood are on the flood alert system and that flood alert messages should be circulated much earlier.

### **Recommendation 7**

This Committee requests that Bradford Council staff involved in emergency planning receive training on communicating key flooding messages, particularly through the use of social media such as Twitter and Facebook.

**Recommendation 8**

This Committee recommends that progress against the Flooding Scrutiny Recommendations be presented to this this Committee by the end of the year.

**Recommendation 9**

Progress against the Flooding Resilience Action Plan to be presented to this Committee in six months.

**Recommendation 10**

Further information be provided to members on the flood related works completed to date.

**Recommendation 11**

To develop our resilience plans in assisting those affected by floods, in conjunction with our partners.

**Recommendation 12**

For there to be dedicated officer support to vulnerable people both during and after flooding events.

**Recommendation 13**

The Council explores the viability of implementing a dedicated flood line number.

**Recommendation 14**

That there be more focused and pro-active communication to residents in flood affected areas.

**Recommendation 15**

To develop and maintain a list of key contact points for residents, specifically with regards to links to insurance companies, utility providers and the building trade.

**Recommendation 16**

The Council to maintain a regular programme of cleaning culverts and drains in flood affected areas.

**Recommendation 17**

That progress against officer debrief recommendations be presented to this committee in six months.

City of Bradford Metropolitan District Council  
Corporate Overview and Scrutiny Committee

Flooding Scrutiny Review - Response to the winter 2015 floods across the District

Terms of Reference

See Part 3E paragraphs 2.1 to 2.11 of the Constitution of the Council.

Background

At its meeting on Tuesday 19 January 2016, Council agreed that the Corporate Overview and Scrutiny Committee undertake an in-depth Scrutiny Review, into the effectiveness of Bradford Council and its Partners in dealing with the floods across the District in December 2015.

As part of this Scrutiny Review, members will also seek to learn how we can learn from the approaches taken during the winter 2015 floods, to assist the Council and its Partners to better deal with future floods.

It was also agreed that the Corporate Overview and Scrutiny Committee would receive the final review report, prior to its submission to full Council.

The Environment and Waste Management Overview Scrutiny Committee is undertaking a wider scrutiny review into Water Management across the District.

The winter 2015 floods affected several areas and communities across the District.

Key Lines of Enquiry

The key lines of enquiry for this scrutiny review are to:

- Evaluate Bradford's preparedness for serious flooding and response to December's floods;
- Identify how Bradford Council and other Local Authorities and Partners can share learning and strengthen joint working;
- Explore follow-up activity, in relation to supporting affected communities in the aftermath of the floods.

Methodology

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

- relevant documents;
- relevant data;
- online survey;

- written submissions from, or meetings with interested parties;
- Undertake relevant visits.

#### Indicative list of interested parties

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

Organisation / Department	Contact
Residents Businesses and Community Groups affected by the floods.	
Bradford Council.	Councillors.
Bradford Council Officers.	Emergency Management, Drainage, Highways, Highways Asset Management, Contact Centre, CCTV, Neighbourhoods, Press and Communications and Finance.
The Environment Agency.	Graham Lindsay.
West Yorkshire Police.	Chief Superintendent Simon Atkin.
West Yorkshire Fire and Rescue Service.	Ben Bush.
Airedale Inland Drainage Board.	Mr N Culpan/Mr C Windle
Yorkshire Water.	Michelle Lovewell.

#### Indicative Timetable

Date	Milestone
Wednesday 2 March 2016, 5.30pm, Committee room 1, City Hall.	DRAFT Terms of Reference to be presented to the Corporate Overview and Scrutiny Committee – for discussion and approval.
Thursday 21 July 6.30pm – 8.30pm, Shipley Library.	Information gathering session – Residents, Community Groups, Businesses and Ward Councillors affected by the Floods.
Tuesday 26 July 2.00pm – 4.00pm, Victoria Hall, Saltaire.	Information gathering session – Residents, Community Groups, Businesses and Ward Councillors affected by the Floods.
Thursday 25 August 2016 – 5.30pm, Committee room 1, City Hall.	Information gathering session – Council Officers and key partners.
Thursday 29 September 2016 – Council Chamber, City Hall.	Final review findings and recommendations.

### Information Gathering Sessions

**Session 1** – Residents, Businesses and Voluntary Organisations, Thursday 21 July 2016, 6.30pm, Shipley Library.

42 Residents, Businesses and Voluntary Organisations attended.

Cllr Arshad Hussain.	Chair. Corporate Overview and Scrutiny Committee.
Cllr Simon Cooke.	Corporate Overview and Scrutiny Committee.
Cllr Martin Smith.	Corporate Overview and Scrutiny Committee.
Cllr Adrian Naylor.	Corporate Overview and Scrutiny Committee.
Cllr David Warburton.	Corporate Overview and Scrutiny Committee.
Cllr Jeanette Sunderland.	Corporate Overview and Scrutiny Committee.
Cllr Rosemary Watson.	Corporate Overview and Scrutiny Committee.
Cllr Jack Rickard.	Corporate Overview and Scrutiny Committee.
Cllr Martin Love.	Chair, Environment and Waste Management Overview and Scrutiny Committee.
Cllr Alex Ross-Shaw.	Portfolio Holder, Regeneration, Planning and Transport.
Cllr Sinead Engel.	Executive Assistant, Environment, Sport and Culture.



**Session 2** - Residents, Businesses and Voluntary Organisations, Tuesday 26 July 2016, Victoria Hall, Saltaire, 2.00pm.

48 Residents, Businesses and Voluntary Organisations attended.

Cllr Arshad Hussain.	Chair, Corporate Overview and Scrutiny Committee.
Cllr Simon Cooke.	Corporate Overview and Scrutiny Committee.
Cllr Rosemary Watson.	Corporate Overview and Scrutiny Committee.
Cllr Martin Love.	Chair, Environment and Waste Management Overview and Scrutiny Committee.
Nicola Hoggart.	Co-opted Member, Environment and Waste Management Overview and Scrutiny Committee.

**Session 3** – Council and external officers, Thursday 25 August 2016, 5.30pm, Committee room 1, City Hall.

Cllr Arshad Hussain.	Chair. Corporate Overview and Scrutiny Committee.
Cllr David Green.	Deputy Chair, Corporate Overview and Scrutiny Committee.
Cllr Simon Cooke.	Corporate Overview and Scrutiny Committee.
Cllr David Warburton.	Corporate Overview and Scrutiny Committee.
Cllr Jeanette Sunderland.	Corporate Overview and Scrutiny Committee.
Cllr Rosie Watson.	Corporate Overview and Scrutiny Committee.
Cllr Martin Smith.	Corporate Overview and Scrutiny Committee.
Cllr Vanda Greenwood.	Corporate Overview and Scrutiny Committee.
Cllr Martin Love.	Chair, Environment and Waste Management Overview and Scrutiny Committee.
Nicola Hoggart.	Co—opted Member, Environment and Waste Management Overview and Scrutiny Committee.
Cllr Alex Ross-Shaw.	Portfolio Holder.
Steve Hartley. Mike Cowlam. John Major. Ian Day. Martin Stubbs. Alison Milner. Mike Powell. Dave Mazurke. John Anderson. Patricia Turner. Chris Slaven. Damian Fisher. Justin Booth. Chris Eaton.	Bradford Council Officers.
Steve Barnbrook.	Calderdale Council.
Graham Lindsey. Jonathan Moxon.	Environment Agency.
Jonathan Piatka.	Yorkshire Water.
	West Yorkshire Police.

**Corporate Overview and Scrutiny Committee meeting** – Considering the review findings and recommendations, Thursday 29 September 2016, Council Chamber, City Hall.

10 Residents, Businesses and Voluntary Organisations attended.

Cllr Arshad Hussain.	Chair. Corporate Overview and Scrutiny Committee.
Cllr David Green.	Deputy Chair, Corporate Overview and Scrutiny Committee.
Cllr Mike Pollard.	Corporate Overview and Scrutiny Committee.
Cllr David Warburton.	Corporate Overview and Scrutiny Committee.
Cllr Jeanette Sunderland.	Corporate Overview and Scrutiny Committee.
Cllr Rosie Watson.	Corporate Overview and Scrutiny Committee.
Cllr Martin Smith.	Corporate Overview and Scrutiny Committee.
Cllr Jack Rickard.	Corporate Overview and Scrutiny Committee.
Cllr Martin Love.	Chair, Environment and Waste Management Overview and Scrutiny Committee.
Cllr Michael Ellis.	Bingley Rural Ward Councillor.
Nicola Hoggart.	Co—opted Member, Environment and Waste Management Overview and Scrutiny Committee.
Cllr Alex Ross-Shaw.	Bradford Council, Portfolio Holder.
John Major. Mike Powell. Chris Eaton.	Bradford Council Officers.

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# Report of the Director of Public Health to the meeting of The Full Council to be held on October 18<sup>th</sup> 2016

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**Subject: Food Safety in the Bradford District**

**Summary statement:** The Council is required by the Food Standards Agency to have a documented and approved Food Safety Service Plan in place. This report is brought to members to seek approval of the plan.

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Anita Parkin  
Director of Public Health

**Portfolio:**  
**Health and Well Being**

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**Overview & Scrutiny Area:**  
**Environment and Waste Management**

## **1. SUMMARY**

The Council is required by the Food Standards Agency to have a documented and approved Food Safety Service Plan in place. This report is brought to Full Council to seek approval for that plan.

The Service Plan sets out the measures the Council will implement to safeguard food and drink which is produced, prepared or sold within the district. The plan reflects the work required of food authorities by the Food Standards Agency (FSA) in its national Food Law Code of Practice and guidance documents.

The Service Plan is a document that:

- identifies how these services fit in with the Corporate Priorities;
- details the demands on the service;
- gives information about the services provided;
- the means by which these services will be provided;
- the resources available to deliver these services;
- details the risk based programme of work for the year ahead;
- the means by which the service will achieve any relevant performance standards/targets;
- identifies potential risk to the service and where it may fall short of statutory requirements;
- a review of performance in order to address any variance from meeting the requirements of the service plan.

## **2. BACKGROUND**

2.1 Food Safety is one element of the Councils Environmental Health Service (EHS). The Food Safety Team (FST) carry out a programme of inspections, sampling, advice, education and where necessary enforcement work which is delivered to tackle food safety issues. This is a statutory obligation placed on the Council which is monitored by the Food Standards Agency (FSA).

2.2 One of the requirements placed on the Council is to have an approved documented service plan in place which sets out how the Council intends to meet its statutory obligations. The format of the plan is prescribed by the FSA. The plan is contained in appendix 1.

2.3 The Environmental Health Service was transferred from the Department of Environment and Sport to the Department of Public Health on 1<sup>st</sup> April 2016.

2.4 At the meeting on 26 June 2015 Governance and Audit Committee asked that the Plan continues to come to full council annually for approval. Members are asked to consider and approve the contents and proposals contained within the plan.

2.5. The 2016/17 plan was approved by Overview and Scrutiny Committee on 28 June 2016.

## **3. OTHER CONSIDERATIONS**

There are no other matters for consideration at this time.

#### **4. OPTIONS**

None

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

The service plan, as set out, has been drafted to be accommodated within existing resources.

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

There are no significant risks arising out of the implementation of the proposed recommendations.

#### **7. LEGAL APPRAISAL**

The functions carried out by the Food Safety Team as identified within the Food Safety Service Plan are statutory functions required under the provisions of various statutes including the Food Safety Act 1990 and associated regulations.

#### **8. OTHER IMPLICATIONS**

##### **8.1 EQUALITY & DIVERSITY**

The inspection programme and Food Hygiene Rating Scheme (FHRS) follows a strict Code of Practice and brand standard and as such it is applied equally to all businesses.

##### **8.2 SUSTAINABILITY IMPLICATIONS**

The climate predictions for Yorkshire & Humber describe higher than average summer temperatures and above average winter rainfall. The impact in terms of public health will likely result in increased risks from heat and flooding. There will be a role for local authorities in increasing public awareness of how to cope during a heat wave. Food hygiene will be a key aspect of awareness raising and advice for businesses and households.

The Food Service Plan and Food Safety & Animal Health work actively supports the priorities for the District and contributes to personal, community and District well-being, prosperity and resilience, including avoiding significant adverse incidents and events. The Council investment of public funds and resources in this area, working with citizens, communities, business and other partners can be seen as fundamental to such essential areas of a healthy and vibrant society.

Promotion of the FHRS, undertaking food hygiene inspections and early interventions leads to wider legal compliance and cost avoidance by businesses in the District.

The service has linked with the Council's Food Strategy. The promotion of the Good Food Award developed in conjunction with WY Trading Standards will go some way to influence healthier options and the Council's objective to tackle obesity and diabetes.

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

Greenhouse gas impacts would be from office accommodation and transport i.e. energy and fuel consumption. This will be directly, through heat and power in Council buildings or indirectly, via the combustion of fuel in officer's vehicles.

There is a programme of energy efficiency improvements aimed at reducing emissions from corporate buildings managed by the Council's Environment and Climate Change Unit. Currently site visits are carried out in private vehicles and are planned to minimise journeys. Officers maximise flexibility by working flexibly from home, offices and touch down points.

The Food Safety Team has direct contact with food businesses, faced with the costs and risks associated with climate change. Food businesses are burdened with energy bills associated with heating and chilling of food and as such stand to benefit from Council recommendations that will improve energy efficiency.

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

The regular visits by officers and advice given about waste storage and disposal at the site contributes to a feeling of safety within the District.

### **8.5 HUMAN RIGHTS ACT**

There are no Human Rights Act implications.

### **8.6 TRADE UNION**

There are no Trade Union implications

### **8.7 WARD IMPLICATIONS**

The inspection programme, FHRS rating scheme and service plan apply equally across all wards within the District.

## **9. NOT FOR PUBLICATION DOCUMENTS**

None.

## **10. RECOMMENDATIONS**

10.1. It is recommended that the Council approve the Food Safety Service plan.

## **11. APPENDICES**

Appendix 1 - The City of Bradford MDC Food Safety Service Plan.



## **Appendix 1**

**Department of Public Health**

# **FOOD SAFETY SERVICE PLAN 2016 / 2017**

**FOOD SAFETY SERVICE PLAN  
2016/2017**

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## Introduction

This service plan covers the food safety and animal health work of the Council's Environmental Health service for 2016/17. The Food Standards Agency (FSA) requires each local authority to produce an annual plan that sets out what measures we will take to safeguard food safety and to review our achievement of the targets we set last year.

## Section 1 - Service Aims and Objectives

### **1.1 Aims and Objectives**

Our aims are:-

- 1) To ensure that all food produced, prepared and sold in the Bradford District is safe to eat.
- 2) To increase the awareness of food safety amongst the residents of the Bradford District.
- 3) To support the role of Public Health England in relation to communicable disease control within the city.
- 4) To assist in the delivery of the relevant outcomes within the Public Health Outcomes framework.

To achieve this we will operate a system of inspection, sampling, advice and other initiatives to ensure safety in the production and sale of food.

Using these methods and through other promotional activities and partnership work we aim to ensure the safety of food and thereby contribute to the health and well-being of the whole population. These activities include;

- To deliver an annual programme of food hygiene interventions, this includes inspections, audits, and alternative intervention strategies.
- Promote best practice in food production and sale in Bradford through the national food hygiene rating scheme (FHRS).
- Provide support and advice to local businesses, so they can comply with legal requirements and best practice.
- Publicise food safety issues, by working with partners, through a number of activities as part of local and national campaigns.
- Act as Primary Authority for our partner businesses and deal with enquiries referred on by other authorities and agencies.
- Investigate food poisoning notifications and outbreaks in association with the Consultant for Communicable Disease Control (CCDC), based within Public Health England.
- Investigate complaints about food and food premises.
- Implement an annual sampling programme to include participation in national and regional sampling surveys
- Approve and register special high risk food premises as required by law.
- Enforce food legislation and take proportionate action to secure compliance.
- Take prompt and effective action in response to food alerts and other threats to food safety in the Bradford District.
- Provide training and development opportunities for staff to ensure they are competent, professional and fair.

## **1.2 Links to Corporate Objectives and Plans**

### **Corporate priorities 2016/17**

#### ***Better skills, more good jobs and a growing economy***

The team's involvement in primary authority partnerships and 1:1 business coaching helps to support local businesses. Participation in the national food hygiene rating scheme also allows the promotion of food businesses with good hygiene ratings. In 2016 we are to take part in a project run by the Better Delivery Office to look at letters sent to new businesses to enable them to get it right first time.

#### ***Good Schools and a great start for all our children***

Participation in Positive Lifestyle Centre sessions based at Bradford City Football Club helps to deliver key messages on food safety in the home and hand washing to school children. Work undertaken for food safety week has also targeted relevant groups.

#### ***Better health and better lives***

We work with Public Health looking at various initiatives for example to combat obesity and encourage healthy eating. We participate in the Good Food Advice Stall in the Oastler Market as part of the Bradford District Food Strategy. Work undertaken for food safety week uses key messages to members of the public to produce safe food in the home.

#### ***Safe, clean and active communities***

We link in with the Neighbourhood's Enforcement Team and on all of our inspections we assess waste food storage facilities and give advice regarding recycling of waste oil.

## **Section 2 – Background**

### **2.1 Profile of the Authority**

The latest population estimate for Bradford District is 528,200 (Office for National Statistics) making it the fourth largest district in England. Bradford has the third largest proportion of Black and Minority Ethnic people outside of the London Boroughs and also has a relatively young population structure. The District has a high proportion of non-white residents at 25.89%. Within the ethnic minority population, the proportion of Asian or British Asians is 21.09% which is significantly higher than the national average and twice as much as the West Yorkshire average. By 2031 the population is expected to rise to 655,100 an increase of 27.8% since 2009. Population projections suggest that the largest growth will be within the Asian population. However with the white population expected to remain fairly static, it will continue to account for more than half the population in 2031. The district covers 141 square miles comprising the City of Bradford and four towns. It has a mix of densely populated urban centres with more rural and semi-rural areas to the west and north, making up 2/3 of the district but the same proportion of the population live in urban areas, mostly in the city.

(Source: The State of The District – Bradford District's Intelligence & Evidence Base Set. 2010))

## **2.2 Organisational Structure**

The Food Safety function is located in the Environmental Health Service of the Council which is incorporated in the Department of Public Health. An organisational structure for the department is attached at **Appendix 1**.

The Food Standards Service is delivered on a county-wide basis by West Yorkshire Joint Services (Trading Standards). Close links exist with this service.

## **2.3 Scope of the Food Service**

The Food Safety Team carries out all of the food safety, public health and animal health duties that the Authority is legally required to discharge.

The Food Safety Team comprises Environmental Health Officers, technical staff, an Animal Health Officer and a Private Water Supply Technician.

The team undertakes statutory programmed food hygiene inspections. Part of this includes identifying any food which has been imported from a third country.

An annual food sampling programme is carried out to ensure microbiological standards are met. This includes participation in national and regionally co-ordinated surveys.

Health and safety initiatives are also carried out in food premises whilst officers are on site.

The Food Safety Team investigates reported outbreaks and individual notifications of food poisoning.

Officers inspect farms for primary food production, animal health issues and investigate matters relating to the safe disposal of animal by-products.

All officers are now based at one single point of access at Britannia House, Bradford, albeit working remotely and flexibly. The service can be accessed via the Council's Contact Centre or by using the online contact forms on the Bradford Council website. Core operating hours are 9.00am to 5.00pm; however officers frequently work out of normal operating hours to visit premises when they are open.

Emergency out of hours cover is provided throughout the year by officers who are contactable through the Department's emergency call out team.

## 2.4 Demands on the Food Service

The following tables detail the breakdown and profiles of food businesses in the Bradford District.

**Table1. Categories of Food Businesses**

<b>FSA Category</b>	<b>Number</b>
Primary producers	4 (403 farms )
Manufacturers and packers	111
Importers/Exporters	8
Distributors / transporters	87
Supermarket/ hypermarket	118
Small retailer	815
Retailer – other	178
Restaurant/café/canteen	692
Hotel/guest House	57
Pub/club	472
Take-away	701
Caring premises	275 ( 365 childminders)
School /college	217
Mobile Food Unit	131
Restaurants / caterers – other	266
<b>Total</b>	<b>4132 (4900)</b>

To deliver an equitable service in our multi-cultural district, we signpost businesses to information on food hygiene training and advice. There is a high turnover in the restaurant and catering sector of both food businesses and food business operators. This places a strain on the team in terms of premises inspection as an inspection with a new owner takes longer and involves a lot of help and support

There are 35 butchers in the district selling raw and ready to eat foods, including the production of cooked meats and pies.

There are 54 premises that manufacture or process products of animal origin that require statutory approval. The number of approved premises has increased year on year. This also includes 7 on farm pasteurising dairies and we have two specifically trained officers to deal with these.

There are 11 approved cold stores in the district, in the past these have been perceived to be low risk food hygiene premises but the horse meat scandal of 2013 highlighted the need to reconsider the risk associated with this type of business and food fraud continues to be a national issue.

There are 4 primary producers in the District for example egg producers and an additional 403 farms with livestock. The livestock farms are inspected by the Animal Health Officer and are not risk rated in the same way that food premises are.

As well as rated premises, we receive on average 220 registrations from new businesses every year, which require inspection and risk rating. In addition, we have engaged with Neighbourhood Services to provide intelligence about closed and newly opened businesses in the District.

**Table 2. Rated premises profile by Risk Category**

Risk category	No. of premises 1/4/16	Inspection Frequency
A (highest risk)	16	Every 6 months
B	227	Every 12 months
C	819	Every 18 months
D	1574	Every 2 years
E (lowest risk)	1688	Initial inspection followed by alternative intervention
unrated	164	Within 28 days of registration

## 2.5 Enforcement Policy

The Environmental Health Service has published an Enforcement Policy in line with the National Compliance Code, statutory codes of practice and relevant guidelines issued by central government departments and other bodies. Work carried out by the team is in accordance with that policy.

The table below details the enforcement action undertaken during 2015/2016.

Enforcement Action	Number
Voluntary Closure	8
Emergency prohibition order	0
Prohibited person	1
Simple caution	3
Improvement notices	66
Prosecutions	2
Seizure of Food	1
Remedial Action Notice	1

## Section 3 - Service Delivery

### 3.1 Food Premises Interventions

The Food Safety Intervention Programme undertaken by the Council operates in accordance with the Food Standards Agency's (FSA) statutory Local Authority Framework Agreement and Food Safety Code of Practice (CoP). The CoP sets out a range of interventions that local authorities may adopt in addition to food safety inspections. These are official controls that include inspections, audits, sampling, monitoring and verification; non-official controls include advice, coaching, education and training, and questionnaires.

Priority is given to the inspection of high risk and approved premises over low risk businesses. This means priority is given to the inspection of highest risk premises, (categories A-C). All registered food businesses receive an intervention in the form of Feeders Digest, our annual newsletter. Low risk businesses (D-E) that fall within the scope of the FHRS website, will however, receive an inspection when resources facilitate this.

A Food intervention programme was developed by the West Yorkshire Food Officers Group and ratified by the west Yorkshire Chief Officers Group, see **Appendix 2**. This aimed to provide the best use of resources and seek a consistent approach across West Yorkshire.



The FSA require local authorities to include inspection of imported food during routine food hygiene inspections. This activity forms part of the overall inspection process.

Where it is the local authority's responsibility to enforce health and safety in food premises, officers from the food safety team may undertake health and safety interventions in food premises. These interventions currently include signposting businesses to health and safety information.

### 3.2 Performance Data for the Service

The performance targets for 2016/17 and outcomes for 2015/16 are detailed in **Appendix 4**.

### 3.3 Food Hygiene Rating Scheme (FHRS)

The FHRS provides consumers with information on food hygiene standards to help them to choose where to eat out or shop for food. Food outlets, such as restaurants, takeaways, pubs and supermarkets, are inspected by the food safety team to check their hygiene standards meet legal requirements. The standards found at these inspections are rated on a scale ranging from '0' at the bottom to a top rating of '5'. The aim is to encourage businesses to improve standards and reduce the incidence of food borne illness.

**Table 3. % Distribution of rated premises under the FHRS**

FHRS	1/4/2013 %	1/4/2014 %	1/4/2015 %	1/4/2016 %
5	58.8	60.5	60.4	62.2
4	18	17.1	19.2	19.3
3	9.1	9.1	9.9	9.9
2	3.5	3.9	3.9	3.8
1	9.3	8.3	6.3	4.6
0	1.3	1.0	0.2	0.2
3 or better	85.9	86.8	89.6	91.4

### 3.4 Food Premises Complaints

The Food Safety Service investigates complaints regarding poor hygiene in premises, complaints about unfit food and foreign bodies in food. It also responds to requests for advice from business or the public.

Food complaints and service requests are dealt with in accordance with actual risk. Where the complaint presents no risk to health, complainants are encouraged to contact the vendor or manufacturer directly to resolve the matter.

### 3.5 Primary Authority

The Service supports the Primary Authority Partnership (PAP) scheme which is run by Regulatory Delivery (formerly the Better Regulation Delivery Office). This is a formal partnership arrangement between a local authority and a national food business based in the District. The Local Authority becomes the national point of contact to advise the business on food / health and safety matters. We have a PAP with:

- Aagrah Restaurants
- Caterleisure
- Akbars restaurants
- National Federation of Fish Friers Association

All work carried out as part of the PAP arrangement is funded by the business with whom the partnership has been entered into.

Bradford is also the “originating authority” for several large manufacturers supplying food nationally.

### **3.6 Advice to Business**

We provide help and advice to new and existing businesses during inspections or following an enquiry. Leaflets and documents for use in running a safe food business are provided either on request or as part of a follow up to an inspection.

In 2016 we are taking part in a project lead by Regulatory Delivery looking at the style and content of advice letters to new businesses to ensure that they get it right first time and to help the sustainability of new businesses.

Information is also available on the Bradford Council website which also provides links to other sites.

We provide 1:1 coaching for a fee on the Safer Food Better Business pack for those businesses that are struggling to comply with Article 5 of Regulation (EC) No. 852/2004, which requires businesses to have a documented food safety management system in place.

We produce a business focused newsletter (Feeders Digest) that includes mainly food safety information. This is sent out to all food businesses in the District. This is also sent electronically where possible.

### **3.7 Food and Environmental Sampling**

An effective food sampling programme is an important part of a well-balanced food enforcement service. Our microbiological food sampling is undertaken in accordance with a sampling programme produced annually and in response to food complaints/investigations. The sampling programme includes taking part in national surveys determined by national co-ordinating bodies. It also includes a commitment to allocate 10% of the Authorities annual credit allocation to be used to take samples of food which have been imported from third countries, as required by the Food Standards Agency.

Environmental sampling is also considered an essential part of the service. Environmental swabs are taken in businesses to assess both the cleanliness and the safety of the food preparation environment. This usually includes taking swabs of food and hand contact surfaces.

The Public Health England Food Water and Environmental Microbiology Laboratory, York allocates local authorities with an annual sampling “credit” based on population size and historical sampling patterns. We are required to carefully manage this to ensure we do not “overspend” our sampling allowance. Likewise if we do not use our credit allocation then this could be reduced by the laboratory. Appendix 7 provides a full report on the sampling programme. Appendix 8: Food Sampling Policy.

### **3.8 Control of Infectious Disease**

The Food Safety Team works closely with Public Health England and liaises with the CCDC in

the investigation of outbreaks and individual cases of food-borne disease. The 'Protocol for investigation and management of sporadic cases and outbreaks' details the West Yorkshire authorities policies and method of investigation of notified infectious diseases.

**Appendix 3** outlines the demands on this part of the service for 2015/2016

### **3.9 Animal Health & Welfare**

The Animal Health Officer within the Food Safety team undertakes primary production inspections at farms and works in liaison with Defra, RSPCA, veterinary surgeons and other local authorities.

### **3.10 Food Safety Incidents**

The service responds to food alerts notified by the FSA in accordance with the Code of Practice and our Procedural document. We always deal with them as detailed by the FSA. The reactive nature of this activity makes it difficult to estimate the resource necessary.

### **3.11 Liaison with Other Organisations**

The service is committed to liaising with other local authorities and associated organisations to ensure consistency and fairness. This is achieved by being actively involved in a number of groups, including

- West Yorkshire Principal Food Officers Group (includes Trading Standards)
- West Yorkshire Gastro Intestinal Group
- West Yorkshire Animal Health Liaison Group
- Yorkshire and Humberside Animal Health Liaison Group

We also work closely with Public Health and Public Health England.

### **3.12 Food Safety Promotion**

The service takes part in a variety of food safety promotion activities in order to raise awareness of food safety in the home and in businesses. These include:

- Support for 'Food Safety Week'
- Manning the Good Food Advice Stall, Oastler Market.
- Production of Feeders Digest.
- Maintenance of the Food Safety website.
- Participation in Positive Lifestyle Centre sessions based at Bradford City Football Club to deliver key messages on food safety in the home and hand washing to school children.
- Publication of articles in the local press and community publications.
- Publishing the food hygiene ratings of food businesses on the national website.
- Presentations and or attendance at community events and schools upon request.
- 1:1 coaching on the SFBB pack (fee applicable)
- Identification of opportunities for engaging in the Public Health Agenda and nutrition.

**Appendix 5** details other work that we had planned for 2015/16 and the priorities for 2016/17.

## Section 4 – Resources

### **4.1 Staffing Allocation**

The service has seen a reduction of staff due to non-replacement of staff that have left and reductions in hours and retirements. As a result the number of full time equivalent officers engaged in food safety for 2015/16 was 10.4 in 2010/11 it was 12.5. To manage the delivery of the service as required by statute increasingly alternative interventions are being utilised and revisits are only carried out when serious issues have been identified. The national average is one officer per 312 premises; on this basis we would require an additional 4.0 officers.

### **4.2 Staff Development Plan**

Training and development needs are assessed on a yearly basis through staff appraisals. Training needs are met by:-

- Courses to achieve specific qualifications.
- Attendance at technical seminars.
- In-house training on specific issues.
- Cascade training by staff that have attended relevant courses.
- Accompanied visits.
- Peer Review
- Training provided by the Food Standards Agency.

The FSA issued a revised Food Law Code of Practice on 7 April 2015 which introduced new requirements for officer competency and continual professional development (CPD). Officers are now required to undertake 20 CPD hours which has increased from 10. The service has made a commitment to ensure it provides 10 CPD hours in core training requirements for all officers. The West Yorkshire Principal Officers Food Group also bids for training courses organised and funded by the FSA to be run in the region.

The competency of all food officers has been reviewed against the competency requirements in the CoP and their authorisations.

The training programme for 2016 is attached in **Appendix 6**.

## Section 5 - Quality Assessment

The service has systems to maintain performance and quality. Reviews of performance are undertaken quarterly at managers meetings. Reports against the food plan enable monitoring of progress against the targets.

The Quality Management System (QMS) includes a series of procedural documents that state the minimum standards for our food safety enforcement activities. Work is monitored via peer review and random checks by the manager on inspection files.

Monthly customer surveys of our re-active and pro-active services are used to review and improve our standards of service delivery.

## Section 6 - Review of Work

### **6.1 Review against Service Plan**

The Environmental Health Management Team monitors performance on a quarterly basis. The information is also made available to the Senior Management Team and the Assistant Director. A review against the plan is undertaken at manager's one-to-one meetings with the Principal Manager.

In 2015/16 we carried out 3020 interventions, which were a mix of inspections, sampling and other visits to food premises. 100% of our high risk category A and B premises that needed an inspection received an inspection.

2 prosecutions were completed and 3 simple cautions were issued.

Our sampling credit allocation for the year was 20,500 and we used 14050 credits of this taking a mixture of food, dairy, water and environmental samples. We underperformed on our sampling programme for the year due to other competing demands on the service. A full report is available at **Appendix 7**.

We dealt with 3 outbreaks; all 3 were associated with catering premises. One was confirmed to be Norovirus and the other 2 were most likely norovirus although not confirmed. We also dealt with a case of a child who had high levels of lead. The source was identified as paint on the house woodwork which the boy had been chewing. We liaised with the CCDC, hospital paediatrician, and Housing and the owners were eligible for grant assistance.

At the end of 2015/16 our figure for food establishments broadly compliant with food hygiene law was 92.8%.

### **6.2 Variation from 2015/16 Plan**

Issues that have arisen that have placed extra demands on the service include:

The team has continued to lead on an investigation with the FSA involving a person prohibited from running a food business who pleaded guilty and was sentenced on 21 April 2016 to almost 6 years imprisonment, we have also supported the police in their fraud investigations of this same defendant. Funding from the FSA has been obtained for certain investigative costs, backfilling of officers and external legal expenses.

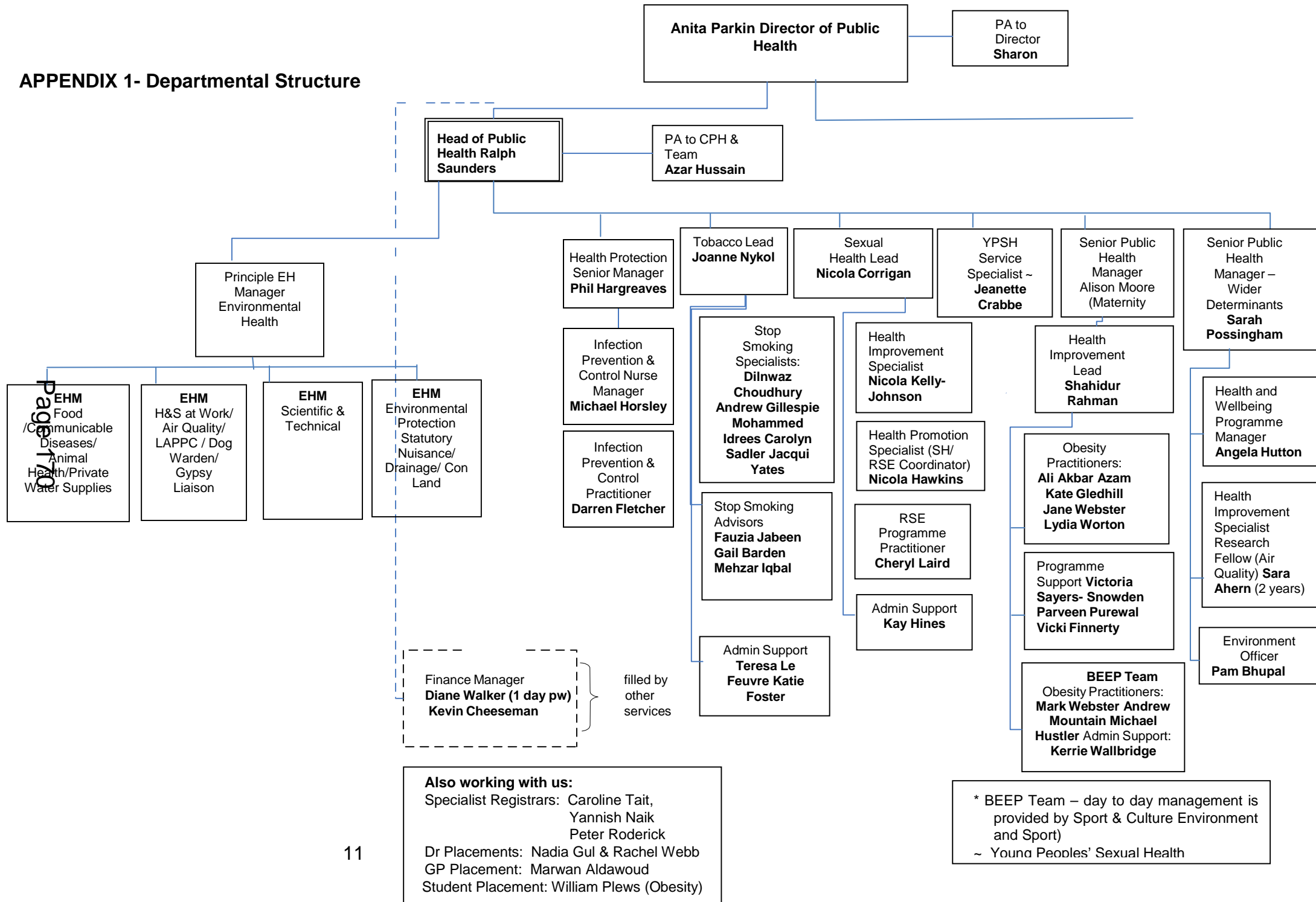
We also successfully prosecuted the food business operator of an illegal meat cutting plant following a week-long trial. This person was subsequently prohibited from running a food business (except his delivery only business), given a 9 months suspended custodial sentence, required to complete 250 Hours community service and ordered to pay £10,000 costs.

We have seen an increase in the number of approved premises establishments.

We also took part in a West Yorkshire inter authority project auditing approved premises files.

We also successfully applied for grant funding from the FSA to conduct a survey into premises displaying their FHRS sticker. The survey focussed on premises with a rating of 3 and above in Bradford city centre, University ward, Leeds Road and Ilkley area. Those not displaying their sticker were visited to encourage them to do so.

# APPENDIX 1- Departmental Structure



## APPENDIX 2 – Food Intervention Programme

### FOOD HYGIENE INTERVENTION PROGRAMME 2016/2017

This document sets out the type of interventions to be applied within the premises for which we have enforcement responsibilities. The intervention programme is based upon;

- The Food Safety Code of Practice, which allows local authorities flexibility to introduce a mixture of interventions.
- Implementation of an intervention-based programme enabling the food safety service to reduce the level of burden on compliant businesses and focus more resources on those with poorer standards.
- Reduction in staff numbers
- A risk -based approach, aimed at directing greater resource to those food businesses that present the greatest risk.
- The implementation of the FHRS.

#### **Category A & B**

Inspection, Partial Inspection or Audit

#### **Category C**

**Fully compliant premises** (Hygiene: 5 or less; Structure: 5 or less; Confidence in management : 5 or less)

If achieved the FHRS 5 rating for 2 consecutive years: questionnaire to be sent.  
If not achieved the above – follow system for broadly compliant.

**Broadly compliant premises** (Hygiene: 10 or less; Structure: 10 or less; Confidence in management: 10 or less)

Alternate between:

Inspection - Re-rate a business

And

An official control: e.g. Sampling visits – Do not re-rate

#### **Not broadly compliant**

Full Inspection

#### **Category D**

If the business does not have a FHRS rating, then the officer must undertake an inspection to rate the business.

Officers may then alternate between official controls and other interventions.

FHRS rating of 5 for 2 consecutive years – Alternative Enforcement Strategy questionnaire to be carried out.

#### **Category E**

If a Category E has not received a FHRS, then a visit must be made to the premises and an inspection carried out to rate the business.

Once rated, Category Es will receive a postal or telephone questionnaire. The business will be expected to return the questionnaire. Contingencies will be in place to follow up on those

businesses that have not responded. This will be documented but is likely to include either a visit, solely to complete the questionnaire or possibly a telephone call to complete the questionnaire.

### **Additional Premises Specific interventions**

#### **Butchers selling raw and ready to eat food**

All butchers, regardless of risk rating shall be subject to an official control in the form of an inspection (full/partial/audit)

#### **Approved Premises**

All premises requiring approval regardless of risk rating shall be subject to an official control in the form of an inspection (full/partial/audit).

#### **Childminders**

Childminders are required to register and are included in the inspection programme. However we are not required to visit. We would respond to requests for advice. In 2016/17 we intend to send out a letter with emphasis on precautions to take at farm visitor centres.

#### **New Premises**

All new premises shall receive an official control in the form of a full inspection to allow them to be accurately rated for entry into the Intervention Programme.



## Appendix 3 – Communicable Diseases

### Bradford Environmental Health - Communicable Diseases

The following notifications have been dealt with by Environmental Health:

Disease		2015/2016
Hepatitis A		4
Hepatitis E		3
Cholera		0
Dysentery	Entamoeba histolytica	1
	Shigella Boydii	5
	Shigella Dysenteriae	3
	Shigella flexneri	23
	Shigella sonnei	17
	Not Typed	7
Food Poisoning	Bloody diarrhoea	1
	B.cereus	0
	C.botulinum	0
	Campylobacter	401
	E.coli 0157	11
	E.coli –other than 0157	0
	Listeria	5
	Salmonella	61
	Suspected Food Poisoning	95
	Yersinia	3
Gastro Enteritis	Cryptosporidium	42
	Giardia	46
Respiratory Disease	Legionella	2
	Tuberculosis	0
	Part 2a order	0
Paratyphoid Fever	Salmonella	5
Typhoid Fever	Salmonella	5
Total		733

## APPENDIX 4 - Performance Management

Activity	Number of inspections required 2015/16	Number of Inspections Undertaken	Comments	Target 2016/17
<b><u>Food Hygiene Interventions</u></b>				
A (high risk)	44	44	100% completed	16 in first 6 months
B	240	240	100% completed	227(100%)
C	573	557	97.2% completed.	514 (100%)
D	658	556	84.5% completed	885(100%)
E (low risk)	439	438	99.8% completed	405 (100%)
Unrated (newly registered businesses)	108	108	100% completed	164 (100%)
Revisits		Total 433	These are visits to check that work required has been completed	Target cannot be set.
184 (broadly compliant)	92.8%			Target 90%
<b><u>Imported food</u></b>				
Samples	10% of credit allocation	84 samples taken	19 % of credit allocation	10% of allocation
<b><u>Food and water Sampling</u></b>				
Number of food samples and environmental swabs	80% of credit allocation	Total 613	69% of credit allocation	80% of credit allocation
<b><u>Service Requests</u></b>				
Total number received		1136	2012/13 demand was up by 17% and 2013/14 saw a further increase of 29.6%.  2014/15 saw a 5% reduction in demand followed by a further 9.33% last year	Unable to set target.

**APPENDIX 5 - ACTION PLAN 2014/15 and 2015/16**

Topic	Planned 2015/16	Achieved 2015/16	Planned 2016/17	Target 2016/17
Food Law CoP 2015	Review of food officers competency requirements in line with new CoP and put in place plans for increased CPD requirements.	All staff have completed competency assessment. Training plan developed.	Continued monitoring of new requirements and CPD log. Align authorisations with competency.	20 hours CPD per year
Primary Authority Partnership (PAP)	To continue to promote the PAP and establish partnerships were appropriate. Agree work to be undertaken with each PAP Inspection plans for both Caterleisure.	Inspection plan for Caterleisure not yet developed as the business decided to review HACCP first.	To continue to promote the PAP and establish partnerships were appropriate. Agree work to be undertaken with each PAP	
Partnership work with Jamie Oliver Ministry of Food	2 events planned: Food Revolution day and Jamie Oliver's Birthday	Ran 2 events to promote good hand washing techniques using the UV Glow Box and also promoted FHRS. Approx. 100 children attended	2 events planned: Food Revolution day and Jamie Oliver's Birthday	

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Topic	Planned 2015/16	Achieved 2015/16	Planned 2016/17	Target 2016/17
Food Safety Week (FSW)	<p>Participate in Food Safety Week 2015.            Theme – The Chicken Challenge            To engage with local businesses and consumers and raise further awareness of campylobacter.</p>	<p>9 events held during FSW these included presentations to deliver key messages: 5 held at nurseries.3 at day care centres and 1 to an over 60's group.            Half a day spent at the Good Food Advice Stall.            Also distributed information to local mosques.            Information given to supermarkets and butchers to hand out to customers purchasing raw chicken            The week focussed on getting people to think about the risk of food poisoning from washing raw poultry and increasing awareness of campylobacter.</p>	<p>Participate in Food Safety Week 2016.            To engage with local businesses and consumers and raise awareness of food waste and safely using leftovers.</p>	<p>Min. of 5 events planned.            To undertake joint initiative with Public Health (involving food banks).</p>
World Curry Festival	<p>To consider attending the event if offered a free stall.</p>	<p>Manned a stall and issued advice and handed out information on food safety, infection control, healthy eating and FHRS.</p>	<p>To consider attending the event if offered a free stall.</p>	

<b>Topic</b>	<b>Planned 2015/16</b>	<b>Achieved 2015/16</b>	<b>Planned 2016/17</b>	<b>Target 2016/17</b>
CD procedures	To investigate all cases of CD in line with the agreed protocol. Performance indicators to be produced to demonstrate compliance.	CD procedures reviewed including emergency call out kit instructions. 94.5% of CD notifications dealt with within GI standards.	To investigate all cases of CD in line with the agreed protocol. Performance indicators to be produced to demonstrate compliance. To undertake annual review of CD procedures.	100%
CD educational initiatives	In conjunction with PHE and Education Dept – To provide a seminar for school staff on prevention and control of communicable diseases.	Held a seminar for school staff on prevention and control of communicable diseases. 80 staff attended.	To repeat the seminar annually.	Hold 1 event in 2016.
Communicable Disease Audits	To carry out 1 audit a year on major organisms	Audits undertaken on salmonella investigations SFP's and outbreaks. No major issues identified. Streamlined the process for dealing with SFP investigations.	To carry out 1 audit a year on major organisms	
Quality Management System (QMS)	On-going review of procedural documents.	All documents reviewed.	On-going review of procedural documents. Amend procedures if required as a result of inter authority audit on approved premises	
Food Team Review	To review how the team operates to determine alternative ways of working and make best use of resources whilst prioritising high risk topics.	Continued to review operational processes and make changes as required incl. better use of mail merge and computer programmes.	Continue to look at process / service improvement.  Taking part in BRDO project to assess quality of information given to new businesses.	Adopt new letters as part of project work

Topic	Planned 2015/16	Achieved 2015/16	Planned 2016/17	Target 2016/17
Training for staff	<p>To continue with provision of cascade training for staff.</p> <p>Staff to attend “business critical” training as required.</p> <p>To bid for FSA courses in conjunction with WYPFOG</p>	<p>Primary Authority</p> <p>Approved premises</p> <p>FHRS consistency</p> <p>Traceability</p> <p>Listeria</p> <p>Article 5 flexibilities</p> <p>Enforcement sanctions</p>	<p>To continue with provision of cascade training for staff.</p> <p>Staff to attend “business critical” training as required.</p> <p>To bid for FSA courses in conjunction with WYPFOG</p>	<p>All food officers to undertake a minimum of 10 CPD hours in food matters directly related to the delivery of official controls and 10 hours on other professional matters.</p>
Good Food Advice Stall	<p>To continue to support the Good Food Advice Stall when requested.</p>	<p>Manned the stall on 6 occasions giving advice to members of the public on hand washing, preventing food poisoning and FHRS</p>	<p>To continue to support the Good Food Advice Stall when requested.</p>	<p>No target set.</p>
<p>FSA led food safety campaigns including promotion of FHRS</p> <p>Page 178</p>	<p>To use FSA promotional material produced for various campaigns.</p>	<p>Promoted the ‘Christmas and Valentine’s day campaigns for consumers’ - advising the public to check out the rating before booking a restaurant.</p> <p>Generated publicity for the FHRS prior to Tour de France Yorkshire in July.</p> <p>Undertook a project to assess display of food hygiene stickers in Bradford City Centre, Leeds Road corridor, University ward and Ilkley.</p>	<p>To use other campaigns developed by the FSA throughout the year.</p>	

Topic	Planned 2015/16	Achieved 2015/16	Planned 2016/17	Target 2016/17
Positive Lifestyle centre	Support the Centre by providing bespoke food hygiene training at sessions to school children.	Attended 2 sessions at Bradford City and did a presentation on Safe Food and You. Used the UV Glow hand washing box to promote effective hand washing. 32 children attended each session	To continue support for the centre as resources will allow.	Unable to set target as attendance at events is on request from the organisation.
Feeders Digest	To produce at least one edition of Feeders Digest to update food businesses on legislation and provide information on topical issues.	Two editions of Feeders Digest were published and posted to all registered food businesses in September 2015 and March 2016.  A copy is posted on the council's website. We also emailed the newsletter where addresses were available.	To continue to produce and circulate Feeders Digest.	To produce and post the newsletters by Sept. 2016 and March 2017. To email the newsletter to businesses where an email address is available.

## **APPENDIX 6 - Training Programme 2016**

The Environmental Health Service will provide 10 CPD hours relating to food matters directly related to official controls for authorised officers. In addition all authorised officers are required to obtain a further 10 hours on other professional matters.

The training that will be provided for food officers will include:

- Primary Authority;
- Evidence collection and storage
- Sampling update session
- Investigation of illegal meat cutting premises to include POCA / warrants and search of domestic premises/ interviewing at police station / intelligence reporting
- Rare burgers
- E.coli risks in small and medium sized businesses

Lunchtime drop in training sessions will be organised throughout the year. Officers will be encouraged to attend this training. However, these are not compulsory and may only provide subsidiary hours as opposed to core training hours. The officers are responsible for ensuring that they achieve the total amount of CPD required.



## **APPENDIX 7 – Sampling report 2015 - 2016**

In the Year 2015 – 2016, the Food Safety section within Environmental Health undertook food sampling and environmental swabbing using a credit allocation of 20,500 for the year. In total 14050 credits were used i.e. 69% spend for the year.

Sampling undertaken by officers included routine sampling, local and national co-ordinated sampling projects, sampling undertaken as part of outbreak investigations and specific sampling tasks allocated to designated officers including undertaking formal sampling to maintain competence.

### **Locally Co-ordinated Sampling Projects**

This Authority participated in the following sampling projects co-ordinated by Public Health England's Food, Water and Environment Laboratory at Sand Hutton, York.

#### **1. XR18 Food Safety and Hygiene in Mobile Vendors**

##### **Background:**

Previous studies have associated mobile food vendors with poor food hygiene practices. The maintenance of a high standard of food hygiene in relation to temporary or mobile premises is particularly important given the nature of their structure and location. Outside caterers, for example, often work in cramped conditions, are very busy, do not have much storage space and may have difficulties with on-site cleaning due to inadequate water supplies. Such conditions lead to greater cross-contamination risks that can be exacerbated if good personal hygiene practices are not followed

##### **Aim:**

To investigate food safety and hygiene in mobile vendors.

#### **2. XR23 Pre-Cut Fruit**

##### **Background:**

National initiatives to encourage healthy eating and the consumption of "5 a day" have led to an increase in the availability and popularity of products containing pre-cut fruit as these are a convenient and healthy snack foods.

##### **Aim:**

This survey examines samples of pre-cut, pre-packaged and loose packed (including salad bar displayed items) fruit to assess the microbiological quality of the product.

#### **3. XR24 Imported Fruit Vegetables Nuts and Seeds**

##### **Background:**

Food and Environmental sampling has been shown to be a valuable tool with the potential to provide information of the safety of food. All Local Authorities have been set a target by the FSA to include 10% of imported foods in the samples they collect and submit for examination or analysis. This survey aims to facilitate sampling of imported fresh fruit and vegetables, nuts (not roasted or salted) and seeds from retail and wholesale premises.

**Aim:**

This survey aims to facilitate the collection of fresh imported fruit and vegetables including leafy herbs, nuts (not salted or roasted) and seeds including sesame seeds.

**National PHE Studies 2015-16****1. Salads from takeaways and self-service counters****Background:**

There has long been an association with cross contamination of salads from raw ingredients. This has been shown from takeaway premises and in particular kebab shops where salad is often stored beneath raw meat. There is also a possible cross contamination issue with self-serve salads from customers who are less than hygienic. There are a number of restaurants and shops, including supermarkets that have self-serve salad counters. This would of course pick up issues in the preparation of the salad as well as cross contamination.

**Aim**

This study would allow the level of contamination and cross contamination in salads to be determined across the UK.

**2. Sandwich and jacket potato fillings.****Background**

Previous national co-ordinated studies have identified sandwiches, in particular, giving poor microbiological results. However, the sandwich fillings themselves and those fillings used for jacket potatoes have not been investigated. Such fillings can be bought in bulk and may be repeatedly taken in and out of the refrigerator (leading to a risk of cross contamination and poor temperature control). In addition, evidence from outbreaks has shown poor durability control and consolidation of unused remnants which is also likely to result in poor microbiological quality.

**Aim**

This study aims to investigate the microbiological quality of fillings across England.

For both locally coordinated sampling surveys and national sampling surveys the relevant laboratories leading on these projects produce a final report detailing the outcomes and any recommendations.

**Food Standards Agency driven Sampling****Imported Food Sampling**

The FSA expects local authorities to use 10% of their annual credit allocation to take and test imported food samples i.e. foods which come from countries outside the EU.

In 2015/16 Bradford submitted 84 food samples from Third countries, equivalent to 19% of the annual credit allocation. Of these samples 1(1%) were considered to be unsatisfactory.

## **Routine Food Sampling:**

### **Dairy Sampling at Approved Premises**

Officers continued to visit the on-farm pasteurisers and took samples twice a year at those designated premises.

### **Other Approved Premises**

Sampling continued to be undertaken at other approved premises, mainly those producing meat products. Not all approved premises were subject to a sampling visit during the financial year.

### **Formal Sampling**

All officers within the service are expected to undertake a formal food sampling during the financial year to ensure that skills required when taking samples which may be subject to legal action, are maintained. This involves sampling using aseptic technique. Officers use sterile sampling equipment and follow practices which ensure the sample does not become contaminated by the process of sampling itself. Most officers within the service achieved this requirement, some doing this as part of formal food borne outbreak investigation work.

### **Butchers Sampling**

This has continued as required with the focus primarily on those butchers' shops that sell raw meat and ready-to-eat foods. Food samples were taken and environmental swabs.

## **Recommendations**

1. That the department continues to participate in both national and cross regional sampling projects, as workloads allow.
3. The department continues to target businesses which import food, to give specific priority to products of animal origin.
4. That all environmental swabbing is focused and based upon risk.
5. That all officers be timetabled in for formal food sampling in the financial year 2016 /2017.

## Guide to Micro-organisms

Organism Name	Nature of Organism	About the Organism
Aerobic Colony Count (ACC)/Plate Count	General bacteria count at 30°C	<p>The ACC is an indicator of quality, not safety, and cannot directly contribute towards a safety assessment of a ready-to-eat food.</p> <p>Immediate action in response to high ACCs is not usually warranted.</p>
Enterobacteriaceae	Hygiene Indicator Organism	<p>These organisms are used to assess the general hygiene status of a food product. Some of these organisms originate from the intestinal tract of humans and animals. These bacteria are readily killed by heat processing and should be removed from equipment and surfaces by appropriate cleaning. Presence in heat treated food signifies inadequate cooking or post processing contamination.</p>
Escherichia coli (E.coli)	Hygiene Indicator Organism	<p>This organism belongs to the Enterobacteriaceae family. It is a faecal indicator used to assess the hygiene status of a food product. It is killed by heat and should readily be removed from the food production area by appropriate cleaning. Some strains may be pathogenic but these pathogenic strains are rarely found in ready-to-eat foods.</p>
Coliforms	Hygiene Indicator Organism	Similar to Enterobacteriaceae (See above)
Bacillus species	Pathogen	<p>This group does not include <i>Bacillus cereus</i> which is the common pathogenic <i>Bacillus</i>. The <i>Bacillus subtilis</i> group can be pathogenic. Illness with these organisms includes acute-onset vomiting often followed by diarrhoea. Illness usually follows consumption of poorly stored cooked foods. It is associated with many foods but is particularly associated with foods prepared from poultry, meat, vegetables, rice, bread, spices and spice products.</p>

Organism Name	Nature of Organism	About the Organism
Pseudomonas aeruginosa	Opportunistic pathogen	This organism is commonly found in soil and ground water. It rarely affects healthy people and most infections are associated with long exposure to contaminated water.
Phosphatase Test	Chemical test	This test is undertaken on pasteurised milk to check that a suitable pasteurisation process has taken place. The pasteurisation process should be sufficient to destroy the enzyme phosphatase in milk. If phosphatase remains in the milk after pasteurisation, then pathogenic organisms may also have survived the pasteurisation process.

## End of year Statistics by Food Groups

Food group	No Samples Taken	No Samples Unsatisfactory	Any other information	Action taken by Authority
Confectionary	1	0		
Herbs & Spices	5	1	Enterobacteriaceae failure	It is not unusual for fresh herbs to be contaminated with E.coli.
Bakery products	4	0		
Dairy products (inc milk)	60	8 (13.3%)	All on farm produced milk samples Enterobacteriaceae failure	Visit to farm to discuss potential areas of post pasteurisation contamination.
Eggs	1	0		
Fish & Shellfish	10	0		
Fruit & Veg	132	1	E.coli failure in coleslaw	Letter to company
Ices and Desserts	1	0		
Meat	51	1	Listeria failure	Full investigation undertaken with company
Nuts	28	0		
Prepared dishes	76	0		
Other foods	67	0		
Swabs	123	24	Variety of failures	Action taken according to risk e.g. listeria failures at sandwich production =full investigation

**1. Introduction**

- It is a requirement of the Food Law Code of Practice that local authorities publish a sampling policy.
- The City of Bradford Metropolitan District Council (CBMDC) recognises the important contribution sampling has in assisting food law enforcement and the protection of public health. Effective sampling is an essential part of a well balanced enforcement service.
- CBMDC aims to ensure that all food, drink and environmental samples are taken in accordance with the statutory Food Law Code of Practice and Practice guidance issued by the Food Standards Agency.
- All authorised officers undertaking food sampling will be qualified and trained to ensure that they are competent in the skills required for taking food, milk, water sampling and environmental swabbing. Other staff will be trained to enable them to assist or carry out informal sampling.
- Our policy is to participate in centrally co-ordinated food sampling programmes for the United Kingdom. Food sampling will also be undertaken in accordance with locally devised programmes. Sampling will be undertaken at those premises which require sampling under the Food Law Code of Practice; these will include manufacturers and particularly premises approved under Regulation (EC) No. 853/2004.
- The Authority is fully committed to the Primary/ Originating Authority Principle and will undertake any food sampling which is considered necessary to ensure that standards are being maintained and improved by the company for which we act as either Primary or Originating authority.
- This sampling policy has been prepared in consultation with Public Health England Food Water and Environmental Microbiology Laboratory, York and West Yorkshire Analytical Services.
- The Environmental Health Food team does not have any responsibility for Food Standards issues i.e. food composition or labelling. These matters are the responsibility of West Yorkshire Trading Standards.
- Sampling will be undertaken in accordance with internal procedural documents.

**2. Aims of Sampling**

- To provide Bradford MDC with a co-ordinated sampling programme
- To provide bacteriological results which can be used to make an assessment of the food safety standards in relation to the handling, sale and manufacture of food within the authority boundaries.
- To address both local and national food safety concerns.

- To act as supporting evidence in the enforcement of food safety where appropriate.
- To act as an educative tool to help inform businesses and the public regarding food safety issues.
- To participate in both local and national food sampling programmes in order to help in the assessment and review of national bacteriological standards.

### **3. Qualifications of Sampling Officer**

- All officers undertaking formal (official) sampling will be qualified and trained as detailed in Food Law Code of Practice.
- New officers will be trained in all the recognised sampling techniques which they can be expected to utilise in the course of their duties, this will include techniques for informal food, milk, water and environmental sampling. Suitably authorised officers will undergo training on aseptic sampling techniques, which may be required in cases where legal proceedings may follow.
- All officers will, from time to time, undergo refresher training, on all sampling techniques, to ensure that sampling skills are maintained within the Authority.

### **4. Sampling Quotas**

- Public Health England sets an annual credit allocation for all local authorities. This is set for any 12 month period and is a free non-negotiable allocation which authorities must work to. The PHE also sets a credit value for all sample types submitted to the laboratory. Each sample submitted to the laboratory will have its equivalent value deducted from the baseline allocation for that year.

### **5. Sampling Programmes**

- All sampling work carried out by the Authority may be limited by the availability of sampling credits, officer availability and officer workloads. The authority is committed to undertaking sampling as part of its programme of work. An annual sampling programme will be produced. This will detail the quantity and areas of sampling to be carried out each year.

### **Routine Food Sampling**

- These visits will usually consist of informal food sampling visits. Routine sampling undertaken by officers will be based upon risk or as directed by the EHM (Food safety). Historical data and risk assessments may be used to direct the food sampling undertaken by officers.

### **PHE Food Sampling Programmes**

- PHE currently devise sampling programmes on an annual basis. These are national programmes to carry out microbiological analysis of samples from a broad spectrum of business types and for a variety of different food types. The focus for these sampling



surveys is to undertake statistical evaluations and to make recommendations on these for national microbiological standards.

### **Food sampling as part of the Programmed Food Hygiene Inspections**

- Officers may undertake informal food sampling visits as part of programmed food hygiene inspections. These sampling visits may include food, water and environmental sampling. These visits will be undertaken as and when is deemed appropriate by the officer or the Environmental Health Manager. Samples may be used to assess the levels of cleanliness prior to an inspection and/or to determine the areas to concentrate on during the food hygiene inspection. Sampling may be used during the inspection process to check on areas of concern or it may be undertaken post inspection to clarify those points of concern raised during the inspection or to check that recommendations made post inspection have been implemented.

### **Imported Food Sampling**

- We will pro-actively undertake food sampling at businesses which have been identified as either importing food directly or displaying food for sale which has been imported. Imported food, in this respect, is any food which has been brought into the UK from outside the European Union. 10% of the annual credit allocation will be used for imported food sampling.

### **Investigation of a Suspected Outbreak**

- Food sampling will be undertaken, as deemed necessary, to determine the source of any suspected outbreak which is thought to originate in the Bradford Metropolitan District.
- The authority will consider any request made by another local authority with a view to officers assisting in an outbreak investigation by sampling in premises within the Bradford District.

### **Investigation of Suspected Food Poisoning in an individual**

- Officers of the authority may undertake any food sampling which is considered necessary to determine the source of any suspected food poisoning in the case of an individual.
- The authority may test any suspect food which has been retained by the individual and may take samples from any premises considered to be the likely source of the individual case. The level and type of sampling will be dependent upon the circumstance of each individual case.

### **Service Requests**

- Officers may undertake any necessary food sampling in the investigation of a food complaint. This may involve taking further samples from the vendor of the food, or, where the manufacturing company is based within the Bradford Metropolitan District.
- CBMDC may undertake any sampling as required by a Primary Authority.

- CBMDC acts as a Primary/Originating Authority for some food companies located in the district. The Authority will take samples from these businesses under the umbrella of the agreement. Any samples taken will be taken on a risk assessed basis.
- This Authority is committed to becoming involved in any food sampling programmes as determined by the Food Standards Agency.
- On occasion adverse food results are notified to the FSA for samples which have originated from other LAs. Where such samples have originated within the CBMDC, this authority will undertake any follow up formal sampling as directed by the Food Standards Agency.

### **PHE Laboratory Sampling Programmes (York Laboratory)**

- PHE may propose food sampling programmes for all authorities who use the PHE Food, Water and Environmental Laboratory network lab (York).
- CBMDC will become involved in those food sampling programmes and we will aim to achieve the level of sampling required for these programmes.

### **EU Co-ordinated Food Sampling Programmes**

- Where an EU sampling programme arises which covers any food safety related issue, CBMDC will endeavour to become involved in that food sampling programme, dependent upon resources.

## **7. Laboratories**

### **Public Health England (PHE) Laboratory**

- CBMDC undertakes to submit all food samples for microbiological examination to the PHE Food, Water and Environmental Microbiology Network (York Laboratory).
- The authority will set sampling levels in a service level agreement with the local PHE. The agreement will set the level of sampling for the year and includes food sampling, water sampling, milk and dairy sampling and environmental sampling. The level of sampling is based upon historical sampling levels and is adjusted on an annual basis. CBMDC will endeavour to maintain the level of sampling allocated.
- Payment for food samples submitted to the PHE comes from a central fund which the PHE gains from central government. The service level agreement with the PHE takes into account the level of funding available to the local authority. Should the local authority exceed the sampling levels agreed then the local authority may incur a charge for any further sampling which is undertaken.
- CBMDC will seek advice from the Food Examiners at the PHE Laboratory on any matters with regard to sampling where the product to be sampled is unusual, where the sampling process is complicated, or where it is unclear which microbiological Category the food comes under.

## **West Yorkshire Analytical Services**

- West Yorkshire Analytical Services (WYAS) is an Official Food Control Laboratory based in Morley, Leeds. Senior staff hold Public Analyst appointments on behalf of CBMDC. They are able to deal with a wide range of analysis including foreign body identification, identification of moulds, chemical taints, freshness and quantification of fungal toxins.
- Samples submitted to the WYAS are paid for following the analysis and are charged to the individual local authority.
- CBMDC will only submit food samples to the laboratory if they are the source of a food complaint investigation, or if the samples have the potential to cause injury to health, or the work undertaken by the lab may provide unique and valuable information to the authority or it is envisaged that a prosecution may be undertaken as a result of the information gained from the laboratory.

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## **Report of the City Solicitor to the meeting of Council to be held on 18 October 2016.**

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### **Subject:**

**Proposed amendments to the Council's Constitution.**

**Designation of the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer.**

### **Summary statement:**

**At the meeting of the Executive on 20 September 2016, Executive approved a new senior management structure for the Council.**

**This Report recommends amendments to the Council's Constitution to reflect the altered responsibilities and delegated powers. This Report also recommends that the Council designates the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer.**

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Parveen Akhtar  
City Solicitor

**Corporate**

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## **1. SUMMARY**

- 1.1 At the meeting of the Executive on 20 September 2016, Executive approved a new senior management structure for the Council.
- 1.2 This Report recommends amendments to the Council's Constitution to reflect the altered responsibilities and delegated powers. This Report also recommends that the Council designates the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer such designation to take effect when an appointment to that post is made.

## **2. BACKGROUND**

- 2.1 On 20 September 2016 the Executive approved a new senior management structure for the Council. The new structure is attached at Appendix 1.
- 2.2 The implementation of the new structure will involve the deletion of the following posts:
- Strategic Director Regeneration
  - Strategic Director Environment and Sport
  - Director of Finance
  - Assistant Director Communications.
  - Assistant Director Commissioning and Procurement
  - Assistant Director Policy, Programmes and Change
- 2.3 The new structure creates the following posts:
- Strategic Director Place
  - Strategic Director Corporate Services
  - Assistant Director Office of the Chief Executive
  - Assistant Director Finance and Procurement

## **3 PROPOSED AMENDMENTS TO THE COUNCIL'S CONSTITUTION**

- 3.1 It is recommended that, as appointments are made to the four new posts as set out in paragraph 2.3 above, the Constitution is amended as follows:
- 3.1.1 Replace all references to the Director of Finance with the Strategic Director Corporate Services.
- 3.1.2 Replace all references to both the Strategic Director Regeneration and the Strategic Director Environment and Sport with the Strategic Director Place with the exception of Regulation 22 and Regulation 28 of the Council's Financial Regulations.



- 3.1.3 Replace the reference to Strategic Director Regeneration and Culture at Regulation 22 with the Strategic Director Corporate Services as follows (amendments shown in red):

## **22 Asset Register**

22.1 ~~The Strategic Director Regeneration and Culture~~ **Strategic Director Corporate Services** will keep the asset register of the Council and will issue procedures for its maintenance and valuation.

22.2 *Appropriate Officers must ensure that all assets which are used by or are the responsibility of their services are recorded in accordance with rules laid down by the ~~Director of Finance and Strategic Director Regeneration and Culture~~ **Strategic Director Corporate Services**. Appropriate Officers must supply such information to the ~~Director of Finance and Strategic Director Regeneration and Culture~~ **Strategic Director Corporate Services** as may be required by her/him from time to time.*

- 3.1.4 Replace the reference to Strategic Director Regeneration and Culture at Regulation 28.1 with the Strategic Director Corporate Services and replace the reference to Director of Finance in Regulation 28.2 with the Strategic Director Corporate Services as follows (amendments shown in red):

## **28 Land and Buildings**

28.1 *Appropriate Officers must consult with the ~~Strategic Director Regeneration and Culture~~ **Strategic Director Corporate Services** before acquiring or disposing of land or buildings by whatever means (purchase, sale, lease, tenancy or licence). The ~~Strategic Director Regeneration and Culture~~ **Strategic Director Corporate Services** shall ensure compliance with all relevant current legislation, policies and protocols*

28.2 ~~The Director of Finance~~ **The Strategic Director Corporate Services** shall be consulted on the annual asset disposal plan and will approve all asset disposals before contract exchange

- 3.1.5 Replace all references to the Assistant Director Commissioning and Procurement with the Assistant Director Finance and Procurement.
- 3.1.6 Replace all references to the Assistant Director Policy, Programmes and Change with the Assistant Director Office of the Chief Executive.
- 3.1.7 In TABLE 1 of Contracts Standing Orders replace the words “Commissioning and Procurement” with “Procurement.”

## **4 SECTION 151/CHIEF FINANCIAL OFFICER DESIGNATION**

- 4.1 Under Section 151 Local Government Act 1972 the Council is required to make



arrangements for the proper administration of its financial affairs and is required to secure that one of its officers has responsibility for the administration of those affairs.

- 4.2 The Council had designated the post of Director of Finance as the Section 151 Officer/Chief Financial Officer.
- 4.3 The new post of Strategic Director Corporate Services incorporates the responsibilities and functions of the Section 151 Officer/Chief Financial Officer. It is recommended that Council designates the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer to take effect when an appointment to that post is made. In the interim the post of Director of Finance remains the designated Section 151 Officer/Chief Financial Officer.

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

The resources required to amend the Constitution can be met from existing provision.

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

The proposed changes to the Constitution and designation of the post of Strategic Director Corporate Services ensures that the altered responsibilities and delegated powers resulting from the new senior management structure approved on 20 September 2016 by Executive are correctly reflected in the Constitution.

## **7. LEGAL APPRAISAL**

- 7.1 Article 17 of the Constitution requires the Monitoring Officer to take steps to make herself aware of the strengths and weaknesses of the Constitution and make recommendations for improvement.
- 7.2 Given the nature of the changes it would not be appropriate for the Monitoring Officer to make such changes in exercise of her powers under Article 14.5 of the Constitution and therefore such changes can only be made following approval by the full Council.
- 7.3 Under Section 151 Local Government Act 1972 the Council is required to make arrangements for the proper administration of its financial affairs and is required to secure that one of its officers has responsibility for the administration of those affairs.

## **8. OTHER IMPLICATIONS**

None.

## **9. NOT FOR PUBLICATION DOCUMENTS**

The Not for Publication report "W" considered by the Executive on 20 September 2016 on the grounds that the report contains exempt information within paragraphs 1 (Information relating to an Individual) 2 (Information identifying an Individual) and 4





(Labour Relations, Consultations or Negotiations) of Schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

## **10. RECOMMENDATIONS**

- 10.1 That Council adopts the proposed amendments to the Constitution as set out in paragraph 3.1 above.
- 10.2 That the City Solicitor ensures that any agreed amendments are implemented when appointments are made to the new posts as detailed in paragraph 2.3 above.
- 10.3 That the City Solicitor be granted delegated authority to make consequential amendments to the Constitution as a result of any recommendations approved by full Council.
- 10.4 That Council designates the post of Strategic Director Corporate Services as the Council's Section 151 Officer/Chief Financial Officer such designation to take effect when an appointment to the post of Strategic Director Corporate Services is made.

## **11. APPENDICES**

Appendix 1 - New Senior Management Structure

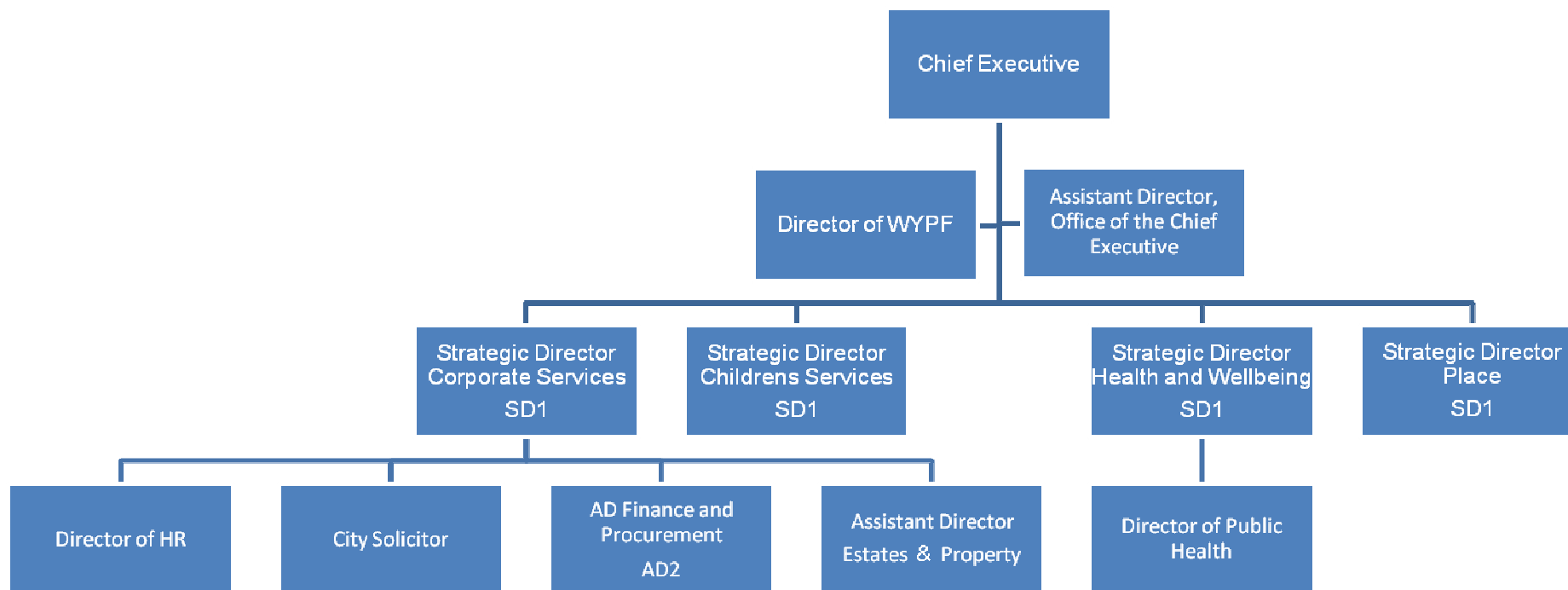
## **12. BACKGROUND DOCUMENTS**

None



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## SENIOR MANAGEMENT STRUCTURE



Page 199

The Director of HR, the City Solicitor and the Director of Public Health will remain members of CMT.

This structure shows those posts affected by the new structure. All AD posts in Regeneration excluding AD Post of Estates and Property and the AD posts in Environment and Sport will report to the SD Place.

All AD posts in the Department of Finance will report to the SD Corporate Services.

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## Report of the Chief Executive to the meeting of Council to be held on Tuesday 18 October 2016

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### Subject:

Salary packages for the two new Strategic Director posts in the new Senior Management Structure

### Summary statement:

Council is asked to approve the salary packages for the new posts of Strategic Director Place and Strategic Director Corporate Services in accordance with Article 4 of the Council's Constitution and Section 7 of the Council's Pay Policy Statement 2016/17.

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Kersten England  
Chief Executive

**Portfolio:** Leader

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**Improvement Area:** Corporate



## 1. Summary

Council is asked to approve the salary packages for the new posts of Strategic Director Place and Strategic Director Corporate Services in accordance with Article 4 of the Council's Constitution and Section 7 of the Council's Pay Policy Statement 2016/17.

## 2. Background

- 2.1. A critical role for the Council in the future will be to influence and lead the development of the district. In future the Council's most senior managers will be regarded as the strategic commissioners of services and activities within a resource envelope, these services and activities will be focused upon the achievement of outcomes for the city and district. Managers at head of service level will be responsible for the operational management and delivery of services.
- 2.2. The Council's budget required that a saving of approximately £167k be achieved by reducing senior management costs. This was a saving identified over two years, £87k in 2015/16 and £80k in 2016/17 budget proposals.
- 2.3. The Chief Executive currently has 12 direct reports which is not typical of the usual arrangements in councils. It is important that any Chief Executive of a large and complex organisation devotes the overwhelming majority of their time to strategic management responsibilities, and directly manages those staff that are key to delivering these responsibilities.
- 2.4. At the meeting of the Executive on 20 September 2016, Executive approved a new senior management structure for the Council. This structure when implemented will see the deletion of the posts of Director of Finance, Strategic Director Regeneration, Strategic Director Environment and Sport, Assistant Director Communications, Assistant Director Commissioning and Procurement and Assistant Director Policy, Programme and Change. The structure creates 4 new posts of Strategic Director Corporate Services, Strategic Director Place, Assistant Director Office of the Chief Executive and Assistant Director Finance and Procurement. The post of Assistant Director Estates and Property will directly report to the Strategic Director Corporate Services.
- 2.5. The post of Strategic Director Corporate Services will incorporate the responsibilities and functions of the Chief Financial Officer / Section 151 Officer. Council will be asked to designate the post of Strategic Director Corporate Services as the Council's Section 151 Officer / Chief Financial Officer.
- 2.6. The changes to the senior management structure will:
  - Deliver more coherence in the context of the strategic commissioner model.
  - Reduce the number of direct reports to the Chief Executive to give an appropriate span of control.
  - Have a tightly focused and coherent top management team that works effectively with the political leadership of the Council that will be fundamentally

important to the success of the Council.

- 2.7. The new structure is attached at Appendix 1.
- 2.8. The Council's current Pay Policy Statement for 2016/17 was approved by full Council on 22 March 2016. This policy sets out the Council's policy on remunerating Chief Officers. A copy of the Council's Pay Policy Statement for 2016 / 2017 is appended to this report as Appendix 2.
- 2.9. In accordance with Article 4 of the Council's Constitution, Section 7 of the Council's Pay Policy Statement and the Officer Employment Procedure Rules full Council must approve any salary package of £100,000 pa or more before it is offered in respect of a new appointment. The salary package is defined as base salary, routinely payable allowances and any benefits in kind that are due under the contract.
- 2.10. In accordance with section 4 of the Pay Policy Statement the posts of Strategic Director Corporate Services and Strategic Director Place are graded at Strategic Director 1 with a salary level of £131,483 - £137,845 (SD1). As detailed in the Pay Policy Statement Chief Officers (Strategic Directors are Chief Officers) are appointed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Officers as amended and supplemented by local agreements and decisions. Other aspects of Chief Officer remuneration are set out in Appendix A of the Pay Policy Statement (Appendix 2 of this report).
- 2.11. At the meeting of Executive on 20 September Executive approved both the grade for these two posts as SD1 and the salary ranges (£131,483 - £137,845) noting that the salary packages are subject to full Council approval.
- 2.12. The Council's Assimilation, Redeployment and Redundancy Procedure for JNC Chief Officers for Senior Management Restructures (15 January 2013) applies to this restructure.

### 3. **Options**

- 3.1 That Council approves the salary packages for the posts of Strategic Director Corporate Services and Strategic Director Place as detailed in paragraph 2.10 above.
- 3.2 That the salary packages are not approved and Council instructs officers to prepare alternative proposals.

### 4. **Financial and resource appraisal**

- 4.1 It is proposed that the appointment of the Strategic Director Corporate Services and Strategic Director Place be in accordance with the provisions of the Council's Pay Policy Statement as set out in paragraph 2.10 above.
- 4.2 The new senior management structure will see a deletion of six management posts replaced with four new posts which includes the two new posts of Strategic Director Corporate Services and Strategic Director Place. At the top point of the grades this will lead to a saving of £181.2k p.a.

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## 5. **Legal appraisal**

5.1 Section 112 of the Local Government Act 1972 allows the Council to appoint such Officers that it thinks necessary for the proper discharge by the Authority of its duties. Such officers shall hold office on such reasonable terms and conditions as the Council thinks fit.

5.2 The Council's Pay Policy Statement for 2016/2017 sets out the Council's policy on remunerating Chief Officers. Under this Policy and in accordance with Article 4 of the Council's Constitution and the Officer Employment Procedure Rules, full Council must approve any salary package of £100, 000 per annum or more before it is offered in respect of a new appointment.

## 6. **Other implications**

6.1 None

## 7. **Trade Union Implications**

7.1 The Trade Unions (Unison and GMB) have been consulted on the proposals for the senior management restructure and on the grades for the new posts. The Trade Unions raised no objections.

## 8. **Not for publication documents**

8.1 The Not for Publication report "W" considered by the Executive on 20 September 2016 on the grounds that the report contains exempt information within paragraphs 1 (Information relating to an Individual) 2 (Information identifying an Individual) and 4 (Labour Relations, Consultations or Negotiations) of Schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

## 9. **Recommendations**

9.1 That Council approves the salary packages for the posts of Strategic Director Place and Strategic Director Corporate Services as detailed in paragraph 2.10 of this report.

## 10. **Appendices**

Appendix 1 – Senior Management Structure 2016.

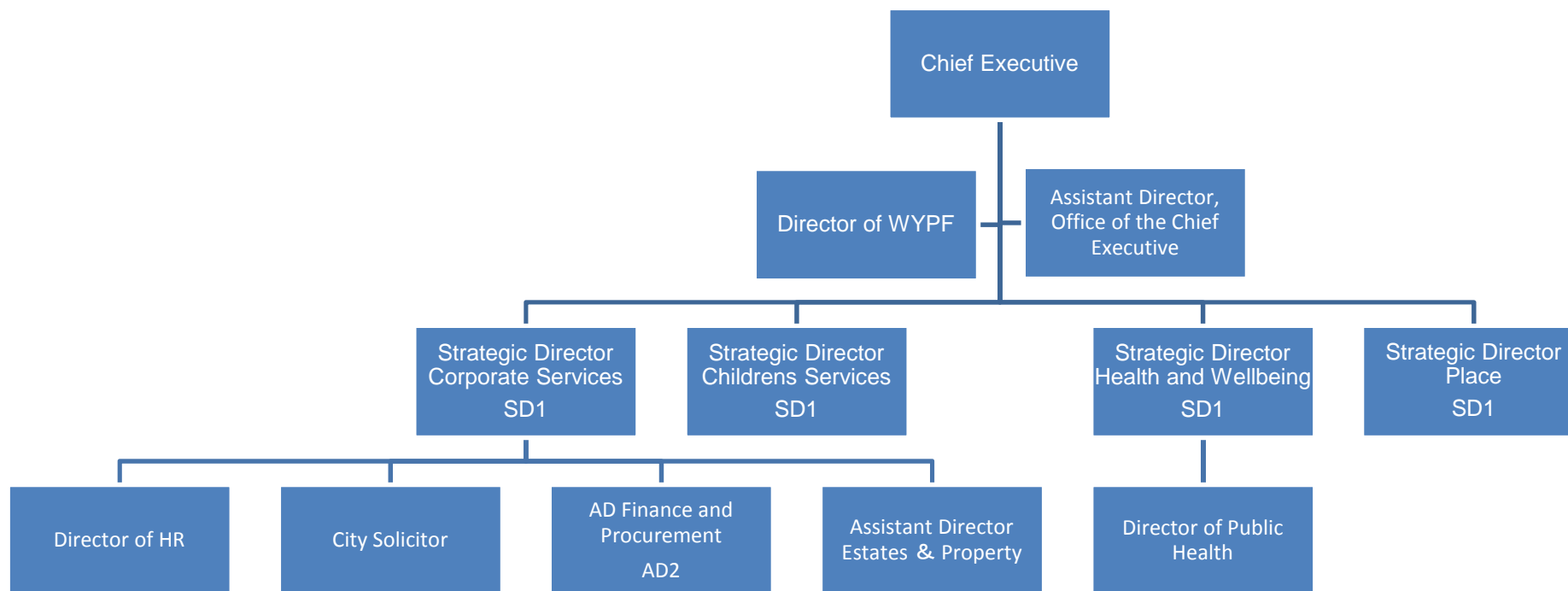
Appendix 2 – The Council's Pay Policy Statement – 2016 / 17.

## 11. **Background Documents**

The Council's Assimilation, Redeployment and Redundancy Procedure for JNC Chief Officers for Senior Management Restructures (15 January 2013).



## SENIOR MANAGEMENT STRUCTURE



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The Director of HR, the City Solicitor and the Director of Public Health will remain members of CMT.

This structure shows those posts affected by the new structure. All AD posts in Regeneration excluding AD Post of Estates and Property and the AD posts in Environment and Sport will report to the SD Place.

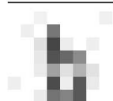
All AD posts in the Department of Finance will report to the SD Corporate Services.

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# **PAY POLICY STATEMENT**

## **FOR THE FINANCIAL YEAR**

### **2016/2017**



### Statement of Pay Policy for the year 1 April 2016 to 31 March 2017

#### 1. Introduction

Sections 38 – 43 of the Localism Act 2011 require the Authority to produce a policy statement that covers a number of matters concerning the pay of the Authority's staff, principally its Chief Officers and the Authority's lowest paid employees. This pay policy statement meets the requirements of the Localism Act 2011 and takes account of the guidance issued by the Secretary of State for Communities and Local Government in February 2012 and the supplementary guidance issued in February 2013 both entitled "Openness and accountability in local pay: Guidance under section 40 of the Localism Act" together with the Local Government Transparency Code 2014 where applicable.

This pay policy statement does not apply to employees of schools maintained by the Authority and is not required to do so.

In accordance with the provisions of the Localism Act 2011 this pay policy statement is required to be approved by a resolution of the Authority before it comes into force.

Once approved by the full Council, this policy statement will come into immediate effect, superseding the 2015/2016 pay policy statement, and will be reviewed annually.

#### 2. Definitions used in this Pay Policy Statement

All the posts below are collectively referred to as **Chief Officer**.

- **Head of the Paid Service**, which in this Authority is the post of Chief Executive
- **Statutory Chief Officers**, which in this Authority are:-
  - Strategic Director Children's Services
  - Strategic Director Adult & Community Services
  - Director of Finance who is the Authority's Chief Finance Officer under section 151 Local Government and Housing Act 1989
  - City Solicitor who is the Authority's Monitoring Officer under section 5 Local Government and Housing Act 1989
  - Director of Public Health
- **Non-statutory Chief Officers and Deputy Chief Officers**, which in this Authority are:-
  - All other Strategic Directors, Directors, Deputy Director and Assistant Directors.

The **Lowest Paid Employees** are defined as employees paid on Spinal Column Point 6 of the National Joint Council (NJC) for Local Government Services pay scales. This definition has been adopted as it is the lowest level of remuneration attached to a post in this Authority (see section 5 below).

#### 3. The Overall Approach to Pay and Remuneration

The Authority's overall approach to pay and remuneration for its employees is based on:

- Ensuring that the overall remuneration aligns with:-
  - The responsibilities and accountabilities of particular posts
  - Market norms for the local government and public sectors
  - Pay levels in the local area, including neighbouring public sector employers.

## Pay Policy Statement

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The Authority seeks to maintain this overall approach by carefully monitoring pay data provided by the Joint National Councils (JNCs) for Chief Officers and Chief Executives of Local Authorities, Local Government Association/Employers and other pay surveys.

### 4. Policy on Remunerating Chief Officers

#### **Policy on Remunerating the Chief Executive**

The Chief Executive is employed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities as amended and supplemented by local agreements and decisions.

The Authority recognises that the role of Chief Executive is to lead the Authority's workforce, has the greatest level of accountability and so warrants the highest pay level in the Authority.

When setting the remuneration for the Chief Executive the Authority will compare the current salary of the post with comparable salaries for Chief Executives at councils of a similar size, type and location. Specialist advice will normally be sought on an appropriate starting salary.

The Chief Executive is employed on a defined salary (not a grade range) and this salary is increased in accordance with any nationally agreed pay awards as determined by the national Joint Negotiating Committee for Chief Executives of Local Authorities.

Salary of the Chief Executive is £178,476 p.a.

#### **Policy on Remunerating other Chief Officers**

Chief Officers are employed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Officers as amended and supplemented by local agreements and decisions.

Grades for Chief Officer posts are determined through the recognised 'Hay' job evaluation system. Job evaluation is a systematic way of determining the value of a job in relation to other jobs in the organisation. The 'Hay' system provides an analytical approach to evaluating the job value through allocating points to different factors (responsibilities and duties) of the job role, the total score of which equates to a grade range within the Authority's pay and grading structure for Chief Officers. These grade ranges are set out below.

A grade range consists of a number of incremental salary points through which employees may progress until the top of the grade is reached. Progression within each grade range will normally be by annual increment at 1 April each year until the top of the grade range is reached.

The grade ranges and salary levels are:

Strategic Director 1	£130,181 - £136,480 (SD1)
Strategic Director 2	£107,086 - £117,583 (SD2)
Director 1	£100,000 - £110,000 (Dir 1)
Assistant Director 1	£ 91,023 - £ 96,378 (AD1)
Assistant Director 2	£ 80,314 - £ 91,023 (AD2)
Assistant Director 3	£ 69,606 - £ 80,314 (AD3)

## Pay Policy Statement

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The post of Deputy Director Education Employment and Skills is employed on a fixed salary of £99,000 (not a grade range) and this salary is increased in accordance with any nationally agreed pay awards as determined by the national Joint Negotiating Committee for Chief Officers of Local Authorities.

### Other Aspects of Chief Officer Remuneration

Other aspects of Chief Officer remuneration covered by this pay policy statement include the policies in respect of recruitment, pay increases, performance related pay, earn back (withholding an element of base salary related to performance), bonuses, ex gratia payments, honoraria (payment for increased duties and responsibilities), termination payments and re-employment when in receipt of a Local Government Pension Scheme (LGPS) pension or a redundancy/severance payment. These matters are addressed in the schedule that is attached to this pay policy statement at **Appendix A**.

### Public Health

Following the transfer of responsibility for public health to local authorities on 1 April 2013, those employees of the NHS assigned to the area transferring, including the Director of Public Health, transferred to the employment of the Authority on their current terms and conditions of employment including salary and membership of the NHS pension scheme. The Director of Public Health is a statutory appointment. The salary for the post remains within the Primary Care Trust Band 4 which is a fixed salary of £99,910 p.a.

In addition a number of the Public Health Consultants who report to the Director of Public Health transferred to the Authority on 1 April 2013 on their NHS pay rates which fall within the pay ranges assigned to NJC Chief Officers within the Council. Their salaries range between £70,631 p.a. and £83,829 p.a. As such officers transferred to the Authority on their current terms and conditions of employment, some or all of this pay policy statement may not apply to them.

### Tax Avoidance Measures

All chief officers are remunerated via monthly salary payments through PAYE. Appropriate tax and national insurance deductions are made in accordance with HMRC regulations and there are no arrangements in place for the purpose of minimising tax payments.

Where the Council is unable to recruit senior managers, or there is a need for interim support to provide cover for a substantive Chief Officer role, the Council will, where necessary, consider engaging individuals under a "contract for service". These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition. It should be noted that in respect of these engagements the Council is not required to make tax or national insurance deductions or make contributions for pension or national insurance for such individuals.

## 5. Policy on Remunerating the Lowest Paid Employees in the Workforce

Pay levels for specific posts are determined through a job evaluation system. Job Evaluation is a systematic way of determining the value of a job in relation to other jobs in the organisation. The job evaluation scheme provides an analytical approach to evaluating the job value through allocating points to different factors (responsibilities and duties) of

## Pay Policy Statement

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the job role, the total score of which equates to a grade within the Authority's pay and grading structure. The Authority uses the National Joint Council Local Government Services Job Evaluation Scheme (the NJC Scheme) to evaluate all posts on Bands 1 to 8 (this covers spinal column point 5 to 28 of the NJC pay spine).

The pay levels are increased in accordance with any nationally agreed pay awards as determined by the National Joint Council (NJC) for Local Government Services.

### Remuneration of Lowest Paid Employees

- a. The lowest pay point in this Authority is spinal column point 6 which relates to an annual full time salary of £13,614 p.a. and can be expressed as an hourly rate of pay of £7.06. This pay point and salary is the lowest pay point routinely used by the Authority for its substantive roles determined by the Authority as part of its pay and grading structure for employees employed on Local Government Services Terms and Conditions as at 1 January 2015 and has been applied since that date. This is the definition of the "lowest paid employees" adopted by the Authority for the purposes of this Pay Policy Statement, and is only increased in accordance with any nationally agreed pay awards as determined by the NJC for Local Government Services. At the Executive on 23<sup>rd</sup> June 2015 decided to adopt the current level of UK living wage of £7.85 per hour from 1<sup>st</sup> October 2015 paid as a supplement to all employees and casual workers currently paid on spinal column point 10 or below (approximately 2,200) resulting in all weekly hours up to 37 hours per week being paid at the equivalent of £7.85 per hour.
- b. There is no bonus pay.
- c. Additional allowances or other payments are made in connection with an employee's pattern of hours e.g. shift work, but these are only paid in accordance with the terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of Authority decisions.
- d. There are no benefits in kind.
- e. Redundancy payments are paid in accordance with the Authority's Discretionary Compensation Policy. Discretionary Compensation Policy .
- f. Based on the application of the job evaluation process, the Council uses the nationally negotiated, National Joint Council (NJC) pay spine as the basis for its local grading structure for all posts graded up to and including Band 8 (this covers spinal column points 6 to 28 of the NJC pay spine.)

### 6. Policy on the Relationship between Chief Officer Remuneration and that of Other Staff

This section sets out the Authority's overall approach to ensuring pay levels are fairly and appropriately dispersed across the organisation, including the current pay multiple which applies within the Authority.

The Authority believes that the principle of fair pay is important to the provision of high quality and well-managed services and is committed to ensuring fairness and equity in its remuneration practices. The Authority's pay policies, processes and procedures are designed to ensure that pay levels are appropriately aligned with, and properly reflect, the relative demands and responsibilities of each post and the knowledge, skills and

## **Pay Policy Statement**

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capabilities necessary to ensure that the post's duties are undertaken to the required standard, as well as taking account of relevant market considerations, if necessary. This includes ensuring that there is an appropriate relationship between the pay levels of its senior managers and of all other employees.

The Local Government Transparency Code 2014 (dated October 2014) requires the Authority to publish its 'pay multiple', i.e. the ratio between the highest paid salary and the median average salary of the whole of the Authority's workforce. Guidance issued under the Localism Act 2011 recommends that the 'pay multiple' is included in the Authority's pay policy statement.

The highest paid salary in this Authority is £178,476 p.a. which is paid to the Chief Executive. The average median salary in this Authority (not including employees in schools maintained by the Authority) is £19,742 p.a. The ratio between the two salaries, the 'pay multiple' is 9.0:1. This Authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority as expressed in this pay policy statement.

### **7. Approval of Salary Packages of £100,000 p.a. or more**

The Authority will ensure that full Council must approve any salary package of £100,000 p.a. or more before it is offered in respect of a new appointment. This does not apply to offers of appointment made to employees employed in schools maintained by the Authority. The salary package will be defined as base salary, routinely payable allowances and any benefits in kind that are due under the contract.

### **8. Severance Payments for Chief Officers**

If the Council is considering making a severance payment to a Chief Officer the decision as to whether such a payment should be made will be taken by Staffing Committee or a sub-committee of Staffing Committee both of which are sub-committees of full Council provided that if the proposed severance payment is £100,000 or more, (excluding accrued pension rights) then the decision as to whether the payment should be made will be taken by full Council.

### **9. Flexibility to Address Recruitment Issues for Vacant Posts**

In the vast majority of circumstances the provisions of this pay policy statement will enable the Authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element of the overall remuneration is not sufficient to secure an effective appointment. This pay policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the pay policy statement. Such a departure from this pay policy statement will be expressly justified in each case and will be approved through an appropriate Authority decision making process.

### **10. Amendments to the Policy**

If a major change to this pay policy statement is considered to be appropriate during the year, then a revised draft pay policy statement will be presented to full Council for consideration.



### 11. Policy for Future Years

This pay policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the Authority prior to the start of each financial year.

### 12. Publication

The Authority will publish this pay policy statement on its website ([www.bradford.gov.uk](http://www.bradford.gov.uk)) as soon as is reasonably practicable after it has been approved by Council. Any subsequent amendments to this pay policy statement made during the financial year to which it relates will also be similarly published. The Authority currently publishes information on Chief Officer Remuneration in its Annual Statement of Accounts in accordance with the requirements of the Accounts and Audit (England) Regulations 2011 [Statement of Accounts 2014 15.pdf](#) and the Local Government Transparency Code 2014 [Bradford Metropolitan District Council | Data Protection, Open Data and Freedom of Information | What is Open Data?](#)

## Pay Policy Statement

### Appendix A - Other Aspects of Chief Officer Remuneration

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	The post will be advertised and appointed to at the appropriate approved salary grade and pay range for the post in question (as set out in Section 4) unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the overall remuneration. In such circumstances a variation to the remuneration package may be appropriate under the Authority's pay policy statement and any variation will be approved through the appropriate decision making process. The Authority has a relocation scheme that provides assistance to all new employees including Chief Officers meeting the relocation criteria up to a maximum of £5,750.
Pay Increases	The Authority will apply any pay increases that are determined by relevant national negotiating bodies.
Performance Related Pay	The terms of the contract of employment do not provide for performance related pay.
Earn-Back (Withholding an element of base salary related to performance)	The terms of the contract of employment do not provide for an element of base salary to be withheld related to performance. Any areas of underperformance are addressed in accordance with relevant Authority procedure.
Bonuses	The terms of the contract of employment do not provide for the payment of bonuses.
Ex-Gratia Payments	The Authority does not make ex gratia payments.
Honoraria	Honoraria payments are additional payments paid to employees for increased duties and responsibilities. Honoraria will only be considered where employees take on additional duties and responsibilities beyond the remit of their substantive role and would be subject to approval through the appropriate decision making process.
Expenses	The Authority pays reasonable out-of-pocket expenses actually incurred.
Local Government Pension Scheme (LGPS)	<p>The Authority provides access to the Local Government Pension Scheme for Chief Officers in accordance with the statutory provisions of the scheme.</p> <p>The employer's contribution rate for all Authority employees who are members of the LGPS is currently 14.2% (1 April 2014) of salary and is set by actuarial valuation of the West Yorkshire Pension Fund every 3 years. How much employees pay themselves in pension scheme contributions depends on how much they earn. The contribution rates from 1 April 2015 are:</p> <p>Employees earning between £60,701 and £86,000 contribute 9.9%.            Employees earning between £86,001 and £101,200 contribute 10.5%.            Employees earning between £101,201 and £151,800 contribute 11.4%.            Employees earning more than £151,801 contribute 12.5%.</p>

## Pay Policy Statement

Aspect of Chief Officer Remuneration	Authority Policy
Termination Payments and payment of pension benefits on termination	<p>There are no separate provisions for termination payments for Chief Officers. Redundancy payments will be paid in accordance with the Authority's <a href="#">Discretionary Compensation Policy.doc</a></p> <p>The Authority has agreed written policies on how it will apply any discretionary powers it has under the LGPS regulations. The Authority's policies are provided at <a href="#">LGPS Pension Discretion Policy Statements</a>. There are no separate policies for Chief Officers.</p> <p>Other than payments referred to above the Authority's policy is not to make any other termination payments, other than where it has received specific legal advice to the effect that a payment may be necessary in appropriate cases to eliminate risk of successful legal claims or to settle legal proceedings against the Authority.</p>
Election Fees	<p>The Chief Executive receives fee payments pursuant to his/her appointment as Returning Officer at elections. The fees paid in respect of district elections vary according to the size of the electorate and number of postal voters and are calculated in accordance with the allowance set by the Authority. Fee payments for national and European elections are set by central government and are, in effect, not paid by the Authority, as the fees are reclaimed.</p> <p>The Chief Executive does not receive any additional payment for the role of Returning Officer for local government elections.</p> <p>Separate payments set by the Authority are made to the City Solicitor* as Deputy Returning Officer, in accordance with the same principles for the Returning Officer as described above.</p> <p>The amounts paid are published on the Authority's website in the Annual Statement of Accounts in accordance with the requirements of the Accounts and Audit (England) Regulations 2011.</p> <p><a href="#">Statement of Accounts 2014 15.pdf</a></p>
Re-employment of Chief Officers in receipt of a LGPS Pension or a redundancy/ severance payment	<p>The Authority is under a statutory duty to appoint on merit (section 7 Local Government and Housing Act 1989) and has to ensure that it complies with all appropriate employment and equalities legislation. The Authority will always seek to appoint the best available candidate who has the skills, knowledge, experience, abilities and qualities needed for the post. The Authority will therefore consider all applications from candidates to try to ensure the best available candidate is appointed. If a candidate is a former employee in receipt of a LGPS pension or a redundancy payment this will not rule a candidate out from being re-employed by the Authority. If a former employee leaves the Authority by reason of redundancy the individual cannot be reappointed to their old post as it will not exist. The Authority will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999 regarding the recovery of redundancy payments where appropriate. Pension Regulations also contain provisions to reduce pension payments in certain circumstances to those in receipt of a pension who return to work within the local government service.</p>
Car allowance payment	Chief Officers will be paid Car Allowances in accordance with HMRC rates.
Provision of Mobile Telephones/Communication device	Where appropriate a mobile communications device will be provided for business use and work related costs will be met by the Authority.

## Pay Policy Statement

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<b>Aspect of Chief Officer Remuneration</b>	<b>Authority Policy</b>
Professional subscriptions	The Authority pays the annual subscription to one relevant professional body.
Provision of ICT equipment	As part of the Authority's approach to flexible working the Authority will make a contributory payment towards set up, rental costs and ongoing work related costs of ICT equipment to be used at home, upon production of appropriate invoices.