

Agenda for a meeting of the Regeneration and Economy Overview and Scrutiny Committee to be held on Wednesday, 21 December 2016 at 6.00 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	GREEN	INDEPENDENT
Heseltine Mallinson	Farley Pullen Green Jamil	Fear	H Hussain	K Hussain

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	GREEN
Pennington Whiteley	Johnson H Khan Salam	R Ahmed	Warnes

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar
City Solicitor

To:

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A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. 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.

(Asad Shah - 01274 432280)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

Any referrals that have been made to this Committee up to and including the date of publication of this agenda will be reported at the meeting.

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. SCRUTINY OF FAIRTRADE ACROSS THE DISTRICT

1 - 24

The report of the Assistant Director, Communications (**Document “N”**) provides an update on the Council’s support of Fairtrade, based on the recommendations made by the Fairtrade Working Group in 2007.

The report outlines further possible ways to extend the principles of Fairtrade within the Council and more widely across the District.

Recommended –

- (1) Reaffirm the Council’s commitment to Fairtrade principles and practice, and support for the District’s Fairtrade status and the work of the Fairtrade movement in helping to deliver inclusive economic growth and social and environmental sustainability.**
- (2) Welcome the progress made in Council departments in embedding the recommendations of the report in working practice.**
- (3) Note the forthcoming Fairtrade Fortnight events in 2017 which will enhance the profile of Fairtrade and offers the opportunity to improve links with businesses.**
- (4) Request that the Chief Executive gives consideration to the allocation of officer time to the coordination of Fairtrade activities within the Council and to assist in the wider promotion of Fairtrade with private and voluntary partners, as per Option B above.**



(Elaine Ayriss – (01274) 431330)

6. THEATRES STRATEGY

25 - 34

The report of the Assistant Director, Sport and Culture (**Document “O”**) gives the Committee further detail of the Theatres Strategy as requested in the meeting on 22 September 2016, plus an update on the development and refurbishment of St George’s Hall.

Recommended –

Members are invited to ask any further questions they have of the Theatres Service at this time.

(Phil Barker – 01274 432616)

7. REGENERATION AND ECONOMY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016-17

35 - 40

The Chair of the Regeneration and Economy Overview and Scrutiny Committee will submit (**Document “P”**) which presents the Committee’s Work Programme 2016-17.

Recommended –

That the Work Programme 2016-17 continues to be regularly reviewed during the year.

(Licia Woodhead – 01274 432119)

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



Report of the Assistant Director for the Office of the Chief Executive to the meeting of Regeneration and Economy Overview and Scrutiny to be held on 21 December 2016

N

Subject:

SCRUTINY OF FAIRTRADE ACROSS THE DISTRICT

Summary statement:

This report provides an update on the Council's support of Fairtrade, based on the recommendations made by the Fairtrade Working Group in 2007.

The report outlines further possible ways to extend the principles of Fairtrade within the Council and more widely across the District.

Alison Milner
Assistant Director for the
Office of Chief Executive

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Overview & Scrutiny Area:
Regeneration and Economy

1. SUMMARY

- 1.1 This report provides an update on the Council's support of Fairtrade, based on the recommendations made by the Fairtrade Working Group in 2007.
- 1.2 The report outlines further possible ways to extend the principles of Fairtrade within the Council and more widely across the District.

2. BACKGROUND

- 2.2 6 March 2016 was the tenth anniversary of Bradford District being declared a Fairtrade Zone by the Fairtrade Foundation.

The Fairtrade Zone is comprised of Haworth, the world's first Fairtrade Village, the Fairtrade Villages and Towns of Baildon, Bingley, Burley in Wharfedale, Ilkley, Keighley, Shipley and Thornton, Bradford Cathedral, the University of Bradford, Bradford College Students Union, many of the district's churches and faith organisations, the district's Fairtrade status schools, and many local community organisations, shops and businesses.

- 2.3 In 2007 the Fairtrade Working Group (made up of elected members) produced a report into the scrutiny of Fairtrade across Bradford district. Appendix 1 provides a summary of progress made against the eleven recommendations made at the time, and Appendix 2 provides a copy of the original report.
- 2.4 The Council departments initially contacted by the working group in 2007 were the (then):-
 - Education Contract Services
 - Social Services
 - Markets
 - Procurement
- 2.5 The latest position in terms of delivery to support Fairtrade is as follows, and includes what has been achieved to date and to what extent Fairtrade has been embedded within the Council, in particular identifying the extent to which all tea, coffee, chocolate and bananas provided as part of municipal meetings, functions and meals are procured from Fairtrade sources.

2.6 *School Meals Catering*

- 2.6.1 Facilities Management use a range of Fairtrade products within their school meals offer for both primary and high schools. Products include Fairtrade sugar, cocoa, apple and orange juice and some chocolate confectionery. Other Fairtrade items used in school meals include rice, pasta, fruit, honey and spices.
- 2.6.2 Generally Fairtrade products are purchased from Yorkshire Purchasing Organisation (YPO), but a small amount of product is also purchased from Tradecraft. Please see Appendix 3 for a spread sheet, showing the catering spend with YPO on Fairtrade products for 2015 & 2016 year to date.
- 2.6.3 Facilities Management support those Bradford primary schools that are working towards

the Food for Life standards which have a requirement to include ethically sourced products including Fairtrade within their catering provision as part of the award criteria.

2.7 Other Catering

2.7.1 Facilities Management Catering provides Fairtrade tea, coffee and sugar for use at Council departmental meetings at City Hall, Margaret McMillan Tower, St Peter's House training courses and other council buildings when refreshments are provided.

2.7.2 City Hall café and the staff trolley service offer FairTrade products including fruit juices, dried fruits, bananas, cookies, cereal bars and some chocolate confectionery.

2.7.3 Some snack and beverage vending machines within Council's offices and leisure facilities include some Fairtrade products.

2.8 Business engagement

2.8.1 Local businesses have been and continue to be strong supporters of Fairtrade. Supermarkets like Sainsbury's and the Co-operative have a wide range of Fairtrade products in stock, which assist in the commercial viability of Fairtrade products.

2.8.2 Facilities Management support (when requested) Fairtrade events such the Fairtrade Fortnight and FairTrade Day. The next Fairtrade fortnight will commence on 27 February 2017. The plan is to hold simultaneous 'Fairtrade Break' Fairtrade Fortnight events in the Bradford Broadway and the Keighley Airedale shopping centre on Friday 3 March.

2.8.3 In the lead up to Fairtrade fortnight Marks and Spencer, Sainsbury's, Boots and an independent coffee shop (in Bradford Broadway) are keen to offer support for this years “**Have a break**” Fairtrade (tea / coffee) break event. This offers potential to build on in encouraging more independent retailers to promote and sell Fairtrade goods.

2.9 Markets

2.9.1 Bradford Markets team to raise awareness of Fairtrade in their contact with key organisations, and reinforce the brand message where possible.

2.9.2 Bradford Markets provide a secretarial service to the Fairtrade committee meetings which includes the taking and distribution of minutes to members.

2.10 Procurement

2.10.1 The requirement to consider Fairtrade procurement when reviewing or undertaking any procurement exercise is included in part 3G of the Council's Contract Standing Orders 2016/2017.

2.10.2 Where applicable, service departments detail their commitment to supporting the use of Fairtrade products within their procurement tenders, for food and drinks contracts. The Council requests that bidders clearly identify any proposals they have for the provision of Fairtrade products within their tender bids. Where these offer value for money and are cost effective, departments may order these when they have a requirement.

3. OTHER CONSIDERATIONS

- 3.1 Fairtrade Bradford, a third sector partner of the Council has made representations regarding the current policy and strategy of the Council. They feel that the Council should take a more active leadership role in the promotion and communication of Fairtrade issues which generally have cross-party and multi-faith support. It is recognised that additional staff time may need to be allocated to increase coordination and effectiveness, though this was not quantified in their comments.

4. FINANCIAL & RESOURCE APPRAISAL

No financial issues arising.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks arising from this report.

6. LEGAL APPRAISAL

There are no legal issues arising from this report.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There are no equality impacts arising from this report.

7.2 SUSTAINABILITY IMPLICATIONS

Environmental protection is a key element of Fairtrade's view of sustainability. Fairtrade Standards require smallholder farmers and larger hired labour production set-ups to comply in key areas. The Standards also promote training for farmers, which can include advice on switching to environmentally friendly practices. This has been shown to lead to good agricultural practices, which have encouraged environmentally sustainable production. The Standards also guide producers in adapting to climate change and mitigate their impact.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Organisations which produce Fair Trade products maximise the use of raw materials from sustainably managed sources in their ranges, buying locally when possible. They use production technologies that seek to reduce energy consumption and where possible use renewable energy technologies that minimise greenhouse gas emissions. They seek to minimise the impact of their waste stream on the environment. Fair Trade agricultural commodity producers minimise their environmental impacts, by using organic or low pesticide use production methods wherever possible.

7.4 COMMUNITY SAFETY IMPLICATIONS

None identified.

7.5 HUMAN RIGHTS ACT

None identified.

7.6 TRADE UNION

None identified.

7.7 WARD IMPLICATIONS

The Fairtrade Zone is comprised of Haworth, the world's first Fairtrade Village, the Fairtrade Villages and Towns of Baildon, Bingley, Burley in Wharfedale, Ilkley, Keighley, Shipley and Thornton, Bradford Cathedral, the University of Bradford, Bradford College Students Union, many of the district's churches and faith organisations, the district's Fairtrade status schools, and many local community organisations, shops and businesses.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

Option A: identify staff time and resources to provide an active leadership role and promote links with the private and voluntary sectors.

Option B: identify limited staff time to maximise the impact of Fairtrade Fortnight (27 February – 14 March 2017), drawing up support from communications officers to maximise public and staff awareness as part of its wider communications strategy.

10. RECOMMENDATIONS

10.1 Reaffirm the Council's commitment to Fairtrade principles and practice, and support for the District's Fairtrade status and the work of the Fairtrade movement in helping to deliver inclusive economic growth and social and environmental sustainability.

10.2 Welcome the progress made in Council departments in embedding the recommendations of the report in working practice.

10.3 Note the forthcoming Fairtrade Fortnight events in 2017 which will enhance the profile of Fairtrade and offers the opportunity to improve links with businesses.

10.4 Request that the Chief Executive gives consideration to the allocation of officer time to the coordination of Fairtrade activities within the Council and to assist in the wider promotion of Fairtrade with private and voluntary partners, as per Option B above.

11. APPENDICES

Appendix 1: Progress on Recommendations from 2007

Appendix 2: February 2007 Fairtrade Report

Appendix 3: Spread sheet showing the procurement of Fairtrade goods

Appendix 1: Progress on Recommendations from 2007

Recommendation 1

That the Executive considers methods to better demonstrate the implementation of the Full Council resolution regarding Fairtrade passed on 17 July 2002.

Has been referred to Overview and Scrutiny to monitor and report further.

Recommendation 2

That, subject to the outcomes of other recommendations in this report, the Executive considers expanding the scope the current Council policy to better reflect the range of Fairtrade certified products now available and to act as an exemplar to its partners and the wider community.

Council Procurement Policy extends to cover any Fairtrade products available.

Recommendation 3

That the Council reaffirms its support of Fairtrade Bradford and continues to be an active member in its operation, including the joint arrangement of a Fairtrade Business Forum event, aimed at promoting and raising awareness of Fairtrade within the business community.

Implemented.

Recommendation 4

That Fairtrade Bradford, through discussions with the Fairtrade Foundation, investigates the possibility of establishing a national grading scheme for Fairtrade zones.

A grading scheme was not developed by the Fairtrade Foundation.

Recommendation 5

That the Chief Executive seeks to establish a senior officer champion to coordinate all the Council's Fairtrade activities.

Councillor Adrian Farley appointed to the role of Fairtrade Champion following the Resolution that went to the meeting of Full Council earlier this year.

Recommendation 6

That the Strategic Director for Adult Services examines the feasibility of revising the hot and frozen meals contract specification to require the use of Fairtrade products in the production of meals provided on behalf of the Council.

The meals service is provided by an external contract. Unfortunately the specification did not include Fairtrade. This will be considered again when the contract is up for review.

Recommendation 7

That, in order to achieve financial benefits through discounts associated with bulk purchases and in order to allow the Council to accurately record of the level of spending on Fairtrade products, the Head of Procurement investigates the options for establishing a framework agreement or agreements for the procurement of all Fairtrade products across the Council.

The Council does not have separate framework agreement(s) for the procurement of specific Fairtrade products across the Council, but has general contracts in place, e.g. for food groups, such as Fruit and Vegetables, which would include Fairtrade bananas. The YPO stocks some Fairtrade food and drink products that are available for all Council departments to order if required. Departments generally tender their individual service requirements and should consider the use of

Fairtrade products and reference this within their tender documents. It is not always practical or financially viable for the Council to purchase Fairtrade accredited products, but where applicable the Council asks suppliers to provide prices for Fairtrade products when bidding for the Council's contracts.

Recommendation 8

That the Strategic Director for Services to Children and Young People seeks to encourage all schools across the District to use Fairtrade food products on a regular and on going basis, rather than just on the special Fairtrade days.

Facilities Management use a range of Fairtrade products within their school meals offer for both primary and high schools. Products include Fairtrade sugar, cocoa, apple and orange juice and some chocolate confectionery. Other Fairtrade items used in school meals include rice, pasta, fruit, honey and spices.

Recommendation 9

That the Strategic Director for Services to Children and Young People through the relevant Head teacher forums, seeks to encourage schools to:

- (a) Liaise with uniform suppliers to arrange for them to offer at least one piece of Fairtrade clothing as part of the uniform for each school; and,*
- (b) Purchase Fairtrade sports equipment including footballs, rugby balls, and basketballs.*

Due to the complete change of the Management Team we are unable to advise in any detail but as far as we are able to recall, these recommendations were actioned by the then Strategic Director of Children's Services, Kath Tunstall, and the Deputy Director, Cindy Peek.

Recommendation 10

That the Strategic Director for Culture, Sport & Tourism investigate the feasibility of all Council sports facilities purchasing Fairtrade sports balls.

The feasibility of using Fairtrade footballs was investigated in 2007. Following a two month trial in the sports centres the use of Fairtrade footballs was discontinued as they were less durable than alternative footballs.

It is planned that a further trial of Fairtrade footballs will take place to determine whether or not the durability has now improved.

Recommendation 11

That the Head of Procurement seeks to enhance the wording in the Council's current Contract Standing Orders to include reference to the requirement to support the purchase of Fairtrade products, with the aim of increasing the range and volume of Fairtrade sourced products procured by the Council.

When reviewing or undertaking any procurement exercise in part 3G of the Council's Contract Standing Orders 2016/2017 which includes the wording '...the Authorised Officer must consider... to what extent any ethical, social or environmental aspects of procurement should be taken into account. These would include: the Council's Fairtrade Policy, sustainability, equality and diversity, living wage, means of production and community benefit.'

Where applicable service departments detail their commitment to supporting the use of Fairtrade products within their procurement tenders, for example, for food and drinks contracts, it is requested that bidders clearly identify any proposals they have for the provision of Fairtrade products within their tender bids. Where these offer value for money and are cost effective departments could order these when they have a requirement.

Appendix 3. Spread sheet of the procurement of Fairtrade goods: Facilities Management

Code	Name	Total 2015		Total 2016 to Sept	
		Value	Quantity	Value	Quantity
641391	SUGAR FAIRTRADE GRANULATED 15X1KG	£4,467.57	347	£2,046.33	169
631434	SUGAR FAIRTRADE GRANULATED 1KG	£8,475.10	9,644	£5,426.96	6167
631922	SUGAR F/TRADE WHITE STICKS PK 1000X2.5G	£31.41	9	£13.96	4
643009	BOURNVILLE COCOA 4 KG	£2,188.90	53	£1,858.50	45
642673	CADBURY COCOA 250G	£14,595.76	5,055	£9,395.04	3188
642894	FAIRTRADE ONE CUP TEA BAGS 440	£54.00	6	£0.00	0
630179	FAIRTRADE PURE APPLE JUICE 27 X 200 ML	£4,328.43	647	£3,298.17	493
630160	FAIRTRADE PURE ORANGE JUICE 27 X 200 ML	£4,885.76	694	£3,104.64	441
654671	FAIRTRADE ORANGE JUICE CUPLET 96X85ML.	£249.80	20	£74.94	6
66572X	CADBURY DAIRY MILK PACK 48	£563.76	24	£70.47	3
661392	FAIRTRADE KIT KAT 4 FINGER PACK 48	£572.00	26	£44.00	2
		£40,412.49		£25,333.01	10518



Report of the Fairtrade Working Group

February 2007

Final Report

Members of the Fairtrade Working Group

Membership of the Fairtrade Working Group

Cllr Dave Green (Chair)
Cllr Hawarun Hussain
Cllr Phil Thornton

PORTFOLIO HOLDER: Cllr Anne Hawkesworth

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Chair's Foreword

Bradford Council is determined to build on the progress made in the district since the resolution of July 2002 which led to Fairtrade City status. I would like to pay tribute to the Fairtrade Bradford who have achieved so much since that initial decision which has led to the District being recognised regionally as the beacon for best practice in Fairtrade.

This review of our policy has allowed us to look at developments in the field and extending our direct involvement in supporting Fairtrade and we hope that the recommendations we are putting forward in this document will allow a wider understanding of Fairtrade across the Council and our partners and also encourage the private sector to look at their own policies and extend the use of Fairtrade goods across the District.

Fairtrade is not simply an ethical issue, it makes economic sense for local businesses – ensuring both a more secure supply chain and also access to a growing market in the United Kingdom. I hope that this report will help in this debate and that businesses will investigate the opportunities that involvement in Fairtrade offers them.

I would like to thank the members of the Working Group and the officers involved for their hard work, commitment and good humour in producing this report and I look forward to seeing these words put into action in the months and years to come.

Councillor Dave Green
Chair, Fairtrade Working Group

Chapter 1 – Introduction

Background

At the meeting of Full Council on 17 July 2002 it was resolved that the Council should work towards obtaining the status of a Fairtrade City, with all coffee, tea, chocolate and bananas provided as part of municipal meetings, functions and meals being procured from Fairtrade sources as far as is practical.

On 17 January 2006, Full Council requested that the Council's Improvement Committees review progress against the Council's Fairtrade Policy and examine options for expanding the availability of Fairtrade products within schools and from markets across the District.

The exact wording of these recommendations can be found at Appendix 1.

As a result of the above recommendation, a Fairtrade Working Group was established by the Corporate Improvement Committee, comprising of Cllr Dave Green, Cllr Hawarun Hussain and Cllr Philip Thornton (representing the relevant Improvement Committees).

The Working Group was tasked with examining current practice across the District; exploring any identified examples of good practice; seeking to identify any areas for improvement and making appropriate recommendations.

The Scrutiny Process

1. This scrutiny has been carried out in accordance with the arrangements detailed in paragraph 2, Part 3E of the Constitution of Bradford Metropolitan District Council.
2. The Working Group received evidence from a variety of sources, both internal and external to the Council. The names of those who provided information can be found at Appendix 2.
3. The Working Group was keen to hear the views of external organisations, both nationally and locally, and invitations to meet with the Working Group were extended to representatives from the Fairtrade Foundation, Traidcraft and Oxfam, who unfortunately were unable to send representatives to meet with the Working Group. The Working Group did however, meet with the Chair of Fairtrade Bradford and were able to discuss issues of a local nature.
4. Prior to the first meeting of the Working Group a “desk top” exercise was carried out. As there is no central purchasing point within the Authority, this involved contacting the various departments that may potentially purchase / use Fairtrade products.

The departments initially contacted were as follows:-

- Education Contract Services
- Social Services
- Markets
- Procurement

A summary of the information provided as part of this process is attached at Appendix 2.

As the enquiry progressed, the working group also received information from the department of Culture, Sport and Tourism.

5. Whilst undertaking the scrutiny of Fairtrade, the Working Group was conscious that whilst discussing Fairtrade issues, consideration should also be given to the issue of Food Miles and local economic factors including whether or not Fairtrade goods can also be sourced through local producers.
6. The draft recommendations within this report were consulted on and all comments received were considered by the Working Group prior to finalising this report. A list of consultees can be found at Appendix 3.

What is Fairtrade?

The FAIRTRADE Mark is an independent consumer label which appears on products as an independent guarantee that disadvantaged producers in the developing world are getting a better deal.

The Fairtrade Foundation is the independent body in the UK that awards the FAIRTRADE Mark to products which meet Fairtrade standards. For a product to display the FAIRTRADE Mark it must meet international Fairtrade standards. Producer organisations that supply Fairtrade products are inspected and certified by the Fairtrade Labelling Organisations (FLO). Producers receive a minimum price that covers the cost of sustainable production and an extra premium that is invested in social or economic development projects.

Development agencies recognise the important role that consumers can play to improve the situation for producers. By buying direct from farmers at better prices, helping to strengthen their organisations and marketing their produce directly through their own one world shops and catalogues, the business organisations offered consumers the opportunity to buy products which were bought on the basis of a fair trade.

There are now more than 1500 Fairtrade products available from retail and catering suppliers in the UK.

What are food miles?

Food miles are the measure of distance a food travels from field to plate. Agriculture and food account for nearly 30 per cent of goods transported on UK roads.

This travel adds substantially to the carbon dioxide emissions that are contributing to climate change - which is why food miles matter. A new report by the Department for the Environment, Food and Rural Affairs (Defra) says that food miles rose by 15 per cent between 1992 and 2002.

Ninety-five per cent of the fruit and half of the vegetables in the UK are imported. The amount of food being flown into the UK doubled in the 1990s and is predicted to rise further each year. Air freight has a far bigger impact on the environment than sea or road travel has.

Chapter 2 – Findings and Recommendations

Fairtrade in Bradford

This part of the report presents the findings and conclusions the Working Group made as a result of their research. It also makes a number of recommendations for action by the Council and others. The work of the Fairtrade Working Group has now concluded, but it is important that a programme of monitoring and evaluation of all recommendations contained within this report is undertaken within an agreed timescale.

Current Council Fairtrade Policy

The current Council policy with regard to Fairtrade is as follows:

All coffee, tea, chocolate and bananas provided as part of municipal meetings, functions and meals should be procured from Fairtrade sources as far as is practical within existing UK and European legislation.

In considering the above policy, and from their own experience, the Working Group had some concerns regarding the provision of Fairtrade bananas at municipal functions, as they were unsure as to whether the bananas provided were always Fairtrade.

Recommendation 1

That the Executive considers methods to better demonstrate the implementation of the Full Council resolution regarding Fairtrade passed on 17 July 2002.

In addition, the Working Group established that the range of 'Fairtrade' branded products had expanded and felt that it was important for the Council Policy to reflect such developments and consider extending the range of Fairtrade products used.

Recommendation 2

That, subject to the outcomes of other recommendations in this report, the Executive considers expanding the scope the current Council policy to better reflect the range of Fairtrade certified products now available and to act as an exemplar to its partners and the wider community.

Fairtrade Bradford

The Working Group met with John Anderson, the Chair of Fairtrade Bradford, and were advised that Fairtrade Bradford came about mainly due to the resolution of Council in July 2002.

Mr Anderson reported that Bradford is the most active Fairtrade authority in West Yorkshire, with Fairtrade Bradford having 29 active members that meet quarterly to co-ordinate all Fairtrade activities in Bradford. The Council currently provides a support officer from the Markets Section to act as secretary at these meetings.

Mr Anderson went on to explain some of the difficulties his group had engaging with certain groups - schools and small, Asian-run businesses in particular. Fairtrade Bradford had previously attempted to arrange an event to engage with the relevant people, but this had to be postponed through lack of take up. Mr Anderson stated that to his knowledge none of the British-Asian run shops in the district stocked Fairtrade products.

The Working Group felt that it was important to build on the good work throughout the district, and agreed that the Council should support the work of Fairtrade Bradford particularly in an attempt to better engage with those “hard to reach” groups.

It was also felt that the Council needed to continue to be involved in the promotion of Fairtrade across the District and amongst its partners.

Recommendation 3

That the Council reaffirms its support of Fairtrade Bradford and continues to be an active member in its operation, including the joint arrangement of a Fairtrade Business Forum event, aimed at promoting and raising awareness of Fairtrade within the business community.

The Criteria for Fairtrade Zone Status

The Fairtrade Foundation is the body that awards Fairtrade status. The criteria for the award are:

- The Local Council passes a resolution to support Fairtrade, by agreeing to serve Fairtrade coffee and tea at its offices and canteens
- A range of at least two Fairtrade products is readily available in the area's shops. Fairtrade products are served in local cafes/catering establishments
- Fairtrade products are used by a number of local work places (estate agents, hairdressers etc and community organisations such as churches, schools etc)
- Good media coverage and popular support for the campaign
- A local Fairtrade steering group be convened to develop the process of accreditation and to ensure continual commitment to its Fairtrade Town or City status

The targets set by Fairtrade Foundation for the necessary number of Fairtrade retail and catering outlets serving a town or zone depend on the size of the population and are complex.

The Fairtrade Foundation certificate can only be achieved once these five goals have been signed and dated by the steering group and the Fairtrade Foundation. Bradford became a Fairtrade zone on 6 March 2006.

When Bradford achieved Fairtrade Zone status there were 75 shops and 34 cafes selling two or more Fairtrade products. Within this zone are official, nationally recognised Fairtrade towns and villages - Shipley, Haworth, Baildon, Ilkley and Bingley; many official Fairtrade churches; and a Fairtrade University.

Fairtrade Bradford is responsible for an annual assessment to monitor whether areas are continuing to meet the five goals and further information on Fairtrade Bradford can be found at www.bradford.gov.uk/fair_trade.

However, the Working Group were concerned that once a district had achieved Fairtrade status there was not sufficient recognition for continued/ additional efforts to further develop and enhance the availability of Fairtrade products: The group felt that an incentive for continuing to develop Fairtrade could be a form of grading - perhaps Bronze, Silver and Gold standards, with different and more challenging criteria for achieving each grade.

Recommendation 4

That Fairtrade Bradford, through discussions with the Fairtrade Foundation, investigates the possibility of establishing a national grading scheme for Fairtrade zones.

Purchasing Fairtrade Products

Procurement

One of the common reasons put forward for not purchasing more Fairtrade products is the associated cost implications. However, the Working Group established that, while there is provision for the Council to purchase some Fairtrade products through the Yorkshire Purchasing Organisation (YPO), there is no specific contract framework in place for the purchase of Fairtrade products overall.

Each department within the Council that purchases Fairtrade products does so as an individual department, and as such it is difficult to calculate exactly how much the Council, as a whole, spends on Fairtrade products; although estimates are provided below.

Department/Org	Current annual spend	Supplier
ECS	£4,300	YPO
City Hall	£5,710	Cappresso & Northern Vending
City Hall	£2,000	Traidcraft
ECS	£1,200*	Traidcraft
Culture, Tourism & Sport	£500**	Premcrest / Cappresso / YPO / Coopers
	£13,710	

* ECS spend is likely to reduce on Fairtrade with Traidcraft due to chocolate and chocolate based products now no longer being allowed in schools.

** The department of Culture, Tourism and Sport is currently running a pilot scheme aimed at making Fairtrade products available through its outlets in sports centres. The pilot scheme is in its early stages, however there is potential for CTS spending to increase to around £30,000 depending upon the scheme's success.

Recommendation 5

That the Chief Executive seeks to establish a senior officer champion to coordinate all the Council's Fairtrade activities.

Culture, Tourism & Sport will be tendering their machine vending service shortly: The specification for hot drinks vendors will be that all products will be Fairtrade & vended in paper cups. The specification for snacks will include a range of Fairtrade products.

It also emerged that Social Services spends in the region of £400k on their hot and frozen meals contract with "Apetito", which runs until May 2008 (with an option to extend). Currently, "Apetito" do not use any Fairtrade sourced products for the meals they produce, although it may be possible to include some provision for the use of Fairtrade products when reviewing the contract specification; however this may lead to a price increase that would be passed on to service users, as the hot meals are already heavily subsidised.

Recommendation 6

That the Strategic Director for Adult Services examines the feasibility of revising the hot and frozen meals contract specification to require the use of Fairtrade products in the production of meals provided on behalf of the Council.

The Procurement unit advises that an annual purchase of over £10,000 should go through a tender process. It would seem that if all Fairtrade products were purchased through one department or framework agreement, the Council should be able to achieve economies of scale by taking advantage of discount offered to large scale purchasers. Potentially this may allow the Council to actually use more Fairtrade products, whilst reducing / minimising the financial impact of using Fairtrade sourced products.

Recommendation 7

That, in order to achieve financial benefits through discounts associated with bulk purchases and in order to allow the Council to accurately record of the level of spending on Fairtrade products, the Head of Procurement investigates the options for establishing a framework agreement or agreements for the procurement of all Fairtrade products across the Council.

External organisations

The Working Group invited representatives from the Fairtrade Foundation, Oxfam and Traidcraft to meet with them to discuss Fairtrade in relation to Local Authorities. Unfortunately due to the timescales involved with the scrutiny, the representatives were unable to attend. However, Traidcraft did provide the Working Group with some detailed written information, including:

- Traidcraft has a wholesale department, although it appears that councils in general do not purchase enough to warrant wholesale terms (£20,000 over a year).
- Departments wishing to purchase from Traidcraft on an individual basis, Traidcraft also operate small-scale catering accounts with a credit limit of £200 but offering no discount.
- They also offer 'fair trader' accounts, for councils/departments that purchase over £500 worth of goods in a year. This account offers a small discount (10% on foods, 15% on non-foods).
- Many councils' purchase Traidcraft products through DBC food service (www.dbc.co.uk) who have a wide range of Traidcraft products.
- A wholesaler like DBC would be looking for volumes of about £5000 over a year and will be able to offer larger discounts.

Yorkshire Purchasing Organisation (YPO)

YPO procure Fairtrade products from a variety of sources. At present YPO does not purchase from Traidcraft, but has indicated that this is an option it is considering for the future. YPO is currently examining the area of Fairtrade in greater detail, which may result in changes, in the near future.

Fairtrade food in schools

Education Contract Services (ECS) spends approximately £4 million on food per annum and uses Fairtrade rice and pasta as part of the meal ingredient on Fairtrade days within schools. Fairtrade days are where individual schools organise special events to increase students awareness of Fairtrade, linking in with the school curriculum. Representatives of the Bradford Fairtrade Steering Group have sometimes attended these days to speak about Fairtrade. Other Fairtrade products such as fruit juice, coffee, tea and geobars are available on a daily basis. All Fairtrade products are clearly labelled and signage is used to promote the Fairtrade products.

Recommendation 8

That the Strategic Director for Services to Children and Young People seeks to encourage all schools across the District to use Fairtrade food products on a regular and ongoing basis, rather than just on the special Fairtrade days.

Fairtrade Products

The Working Group established that the range of 'Fairtrade' branded products had expanded; and the FAIRTRADE Mark is now available on non-food products, such as products made with Fairtrade certified cotton. These products, which include clothing and cotton wool, are made from cotton grown by small farmers in India, Peru, Mali and Senegal.

There may be some concern regarding the cost of these products, but cotton products on sale in the UK already vary considerably in price depending on a range of factors including quality, branding, designer labels and the retail outlet. In addition, the Fairtrade Foundation states that many Fairtrade products are competitively priced and do not necessarily cost more than their conventional equivalents.

As well as clothing, Fairtrade sports balls are also available. These are hand-made and include stitched, glued and moulded varieties, all produced in line with the internationally agreed Fairtrade standards. Fairtrade outdoor and indoor footballs, rugby balls, beach volleyballs and basketballs are available in a wide variety of sizes and qualities. Machine-stitched balls are not covered by the Fairtrade sports ball standard.

Fairtrade standards are very clear that children are not permitted to work in the factories, stitching centres or sub-contracted units. These sites are all monitored by independent inspectors to ensure that this condition is strictly adhered to.

The Working Group felt that it was important for the Council to consider extending the range of Fairtrade products used beyond food, and that schools could work with uniform suppliers to examine the feasibility of offering at least one item of Fairtrade clothing, such as polo shirts.

Recommendation 9

That the Strategic Director for Services to Children and Young People through the relevant Head teacher forums, seeks to encourage schools to:

- (a) Liaise with uniform suppliers to arrange for them to offer at least one piece of Fairtrade clothing as part of the uniform for each school; and,*
- (b) Purchase Fairtrade sports equipment including footballs, rugby balls, and basketballs.*

Recommendation 10

That the Strategic Director for Culture, Sport & Tourism investigate the feasibility of all Council sports facilities purchasing Fairtrade sports balls.

Recommendation 11

That the Head of Procurement, seeks to enhance the wording in the Council's current Contract Standing Orders to include reference to the requirement to support the purchase of Fairtrade products, with the aim of increasing the range and volume of Fairtrade sourced products procured by the Council.

Council Resolutions relating to Fairtrade

On 17 July 2002 full Council resolved:

That in the interest of global responsibility, equality of opportunity and inclusiveness, Bradford Council considers that it should:

- Work towards obtaining the status of a Fairtrade City, and*
- As the first step, agrees that all coffee, tea, chocolate and bananas provided as part of municipal meetings, functions and meals are procured from Fairtrade sources as far as is practical within existing UK and European legislation.*

The Executive is requested to endorse and implement this policy and the progress towards obtaining the status of a Fairtrade City being monitored by the Overview & Scrutiny Committee (Environment).

On 17 January 2006 full Council resolved:

This Council:

- (a) notes the goals of the Council motion passed on 16 July 2002 and is proud of the progress that has since been made in working towards Fairtrade City Status for the Bradford District;*
- (b) recognises the hard work of many individuals across the District in supporting this campaign and the professional contribution made by council officers;*
- (c) acknowledges that Bradford Council has a central role in supporting Fairtrade across the District;*
- (d) and looks forward to the launch of Fairtrade Fortnight in March 2006.*

This Council therefore:

- (a) requests that the Corporate Improvement Committee reviews Bradford Council's progress in this policy area within the next six months;*
- (b) requests that the Executive and the Young People and Education Improvement Committee each review the options for expanding the availability of Fairtrade products in the District's schools in the next six months;*
- (c) requests that the Executive and the Regeneration and Economy Improvement Committee each review the options for promoting the availability of Fairtrade products in the District's markets in the next six months;*
- (d) acknowledges that additional Council resources may be needed in this area of policy in the 2006/2007 financial year in order to promote Fairtrade throughout the District;*

Summary of desk-top information

What Fairtrade products do we currently purchase?	
Procurement	Fairtrade products we purchase are: chocolate, coffee, tea, sugar, orange juice, apple juice. See attached spreadsheet from YPO which shows the volumes purchased over last 12 months.
ECS	<p>ECS purchase coffee, tea, sugar, apple and orange juice, cookies and Geobars as well as some fruit, pasta and rice for schools.</p> <p>City Hall purchase coffee, tea, cookies, Geobars and chocolate for over the counter sales in City Hall, Jacobs Well and Flockton House.</p> <p>Fairtrade tea is used for council meetings and subject to availability Fairtrade fruit is offered.</p> <p>All drinks vending machines in City Hall and Britannia House use Fairtrade products, tea, coffee and hot chocolate; and the coffee and chocolate in the Capresso machines are also Fairtrade. All the machines have the Fairtrade logo on the front of them.</p>
Social Services – Domiciliary Services	<p>Home Care does not purchase goods other than staff equipment such as touches and so forth via YPO.</p> <p>The hot and frozen meals service is contracted to Apetito who do not currently source any Fairtrade products.</p>
Social Services – Executive Support Manager	From the Children's Services perspective there is no strategy currently to use Fairtrade Products and any plans to do so would need to be carefully considered and costed.
Who/ where do we get our supplies from?	
Procurement	YPO are the only organisation I am aware of that we buy Fair trade products from (ECS may use others).
ECS	Catering supplies are purchased from YPO and Traidcraft, drinks for vending machines are from Capresso and Northern Vending and fruit is supplied by the contracted fruit suppliers
How much does the Council currently spend on Fairtrade products?	
Procurement	See spreadsheet. ECS may be able to add to this.
ECS	ECS currently spends approximately £5,000 per annum and City Hall spends approximately £9,000 per annum on Fairtrade products.
How many outlet facilities are there within the Council, including schools, where Fairtrade products are available?	
Procurement	Not sure ECS should know.
ECS	ECS supply Fairtrade products in 13 high schools within the Bradford area, Jacobs Well, Flockton House as well as for Council meetings at City Hall. Fairtrade is supplied in vending machines in City Hall and Britannia House.

What are the implications (including cost) of the Council resolution for your department?	
Procurement	No cost implications for Procurement apart from the extra few pence on catering costs. ECS should have data which compares the cost of non fair trade products with fair trade ones so the extra cost across the Council can be assessed.
ECS	Prices are higher on some products and it is not possible to pass this cost on within the school meal price.
What opportunities are there within your department for increasing the amount of Fairtrade produce used/ being made available? What, if any, would be the cost implications associated with taken advantage of these opportunities?	
Procurement	In terms of opportunities to increase fair trade products, in this department we have a role in keeping pressure on YPO to stock the products.
ECS	Opportunities have been reduced within schools, due to new government nutritional standards - with chocolate based products no longer being allowed in the menu offering. There are opportunities to use more rice, pasta and sugar as ingredients within school meals, but these would need to come down in cost.
Social Services – Domiciliary Services	We could encourage service users to purchase Fairtrade products by Home Care Assistants influencing their shopping choices. As for the hot and frozen meals service contracted to Apetito: The contract is for 3+2 years and when renewed we would need to have something in the contract specifying the requirement to use a % of Fairtrade products in the meals to have an impact in this area – this would lead to a price increase that would be passed on to our service users, as the hot meals are already heavily subsidised.
Social Services – Executive Support Manager	From the Children's Services perspective there is no strategy currently to use Fair Trade Products and any plans to do so would need to be carefully considered and costed.
What are the procurement issues associated with Fairtrade?	
Procurement	There is a cost increase in Fairtrade products which I presume the Council is happy to pay because of the policy. Fairtrade products are now more widely available and are starting to diversify away from just food products into other areas (e.g. sports equipment - footballs) so there are new markets to look at.
ECS	The procurement issues for using Fairtrade is the increased cost, limited range of goods from suppliers that comply with nutritional guidelines for schools, supplier's minimum order values/delivery charges and availability of Fairtrade fruit.

Interested Parties

Organisation/Department	Name
Policy & Performance	Dani Mistry
Education (Client side)	Julie Holmes
Markets Service	Malcolm Veigas
Procurement	Ian Smart
Fairtrade Bradford	John D Anderson
Culture, Tourism and Sport	Steve Warner
Social Services – Domiciliary Services	Pat Cole
The Green Party	Cllr Kevin Warnes
Portfolio Holder	Cllr Anne Hawkesworth
The Fairtrade Foundation	Nominated representative
Traidcraft	Nominated representative
Oxfam	Nominated representative

Report of the Assistant Director of Sport & Culture to the meeting of Regeneration and Economy Overview and Scrutiny Committee to be held on 22 December 2016

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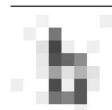
Subject:

Theatres Strategy

Summary statement:

This report gives the Scrutiny Committee further detail of the Theatres Strategy as requested in the meeting on 22 September 2016, plus an update on the development and refurbishment of St George's Hall.

Steve Hartley Strategic Director Environment & Sport	Portfolio: Environment & Sport
Report Contact: Phil Barker Assistant Director Sport & Culture Phone: (01274) 43 2616 E-mail: phil.barker@bradford.gov.uk	Overview & Scrutiny Area: Regeneration & Economy



1. Summary

- 1.1 This report gives the Scrutiny Committee further detail of the Theatres Strategy as requested in the meeting on 22 September 2016, plus an update on the development and refurbishment of St George's Hall.
- 1.2 Bradford Council owns and runs four theatre venues: the Alhambra Theatre, the Alhambra Studio, St George's Hall (all city centre) and the King's Hall & Winter Gardens in Ilkley.
- 1.3 The venues are managed by Adam Renton, Theatres General Manager, reporting to Phil Barker, Assistant Director, Sport and Culture and Steve Hartley, Director of Environment and Sport.
- 1.4 This report should be read in conjunction with the City Centre Plan and the Cultural Strategy.

2. Background

- 2.1 The Alhambra Theatre is one of Bradford's principle visitor attractions and is renowned throughout the region for bringing the biggest touring productions to Yorkshire, such as *The Lion King*, *Billy Elliot*, *Jersey Boys*, *Wicked* and *Mary Poppins*. The theatre has a varied programme which also includes international dance, ballet, comedy, drama from the National Theatre and the Royal Shakespeare Company and the North's biggest annual pantomime (the second biggest selling panto in the UK.)
- 2.2 The Alhambra Studio is a versatile 200 seat small theatre / rehearsal space adjacent to the Alhambra main house. It has a wide range of uses including small scale theatre, music and comedy performances, rehearsals, meetings, conferences and exhibitions. It is also used for workshops and educational activity and to facilitate ballet / dance and the large scale, long running productions in the Alhambra Theatre main house, which require an additional space.
- 2.3 St George's Hall is a traditional shoe box shaped Victorian venue, the first public building to be commissioned in what was to become Bradford City Centre and one of the oldest purpose built concert halls in Europe. The venue is currently closed for refurbishment, funded by BMDC and the Heritage Lottery Fund, and is due to re-open late in 2017.
- 2.4 The King's Hall and Winter Garden in Ilkley comprises a traditional theatre with an adjacent glass-roofed spa hall. The King's Hall and Winter Gardens host a wide range of events and community provision, from local amateur dramatic and performing arts companies, weddings and parties to lifestyle fairs and community events. The venue opened in 1908 and has had significant improvement work in the last decade, supported by the local fundraising group The Friends of Kings Hall.

3. Bradford Theatres Mission Statement & Programming Policy

3.1 Bradford Theatres recognise the arts and entertainment as central to the resurgence of Bradford; enhancing the quality of life for Bradford's communities; contributing to the local economy; and strengthening the regional, national and international reputation of the Bradford district. Consequently, we aim:

- to present and promote a wide and exciting range of performance arts and entertainment activity of the highest possible standard, and thus to enhance the reputation of Bradford as a District of Culture
- to offer the whole community opportunities of choice, participation and access to a rich provision of the performing arts and entertainment.
- to develop new audiences for Bradford Theatres, especially amongst young people and ethnic minority communities, which are currently underrepresented. To promote "Access for All", working with communities to break down real or perceived barriers to arts attendance or participation
- to improve, by working together as a team, every aspect of our service, valuing and encouraging the contribution of every individual within the organisation, as we work towards the common objective of providing the best possible quality of experience for audiences, artistes and staff.

3.2 Bradford Theatres provides a wide ranging theatre provision within the allocated financial resources available with the following aims:

- To provide a rich, well balanced theatre programme which gives a wide variety of product reflecting the needs and expectations of the local community.
- To raise the regional and national profile of Bradford as a City of Culture, enhancing tourism and attracting visitors.
- To develop and serve audiences of the future.
- To contribute to the artistic and social development of the district's communities.
- To build relationships with practitioners, theatre companies, agents and producers to become a first choice on the touring circuit.
- To provide and maintain an infrastructure of performance spaces which are available for hire.

4. Financial and Resource Appraisal

4.1 The ticketed attendance figures for the city centre venues over the past three years (to 2015/16) is as follows:

	Alhambra	Studio	St Georges
15/16	269,001	4,526	76,650
14/15	290,031	3,571	84,919
13/14	235,790	2,798	75,151

4.2 Average capacity of tickets sold against potential occupancy was 65% in 2015/16, 70% in 2014/15 and 59% in 2013/14 (target 64%.) The national average taken from a benchmark of ninety UK Theatre venues data is 60%.

- 4.3 Bradford Theatres turnover is between £6 million and £8 million a year depending on programme.
- 4.4 The current controllable budget for Bradford Theatres is a subsidy of £418,000 (2016/17). This will be achieved this year despite the closure of St George's Hall due to the high profile programme and excellent attendance. Theatres have come in on line or under spent against budget for the last 3 years.
- 4.5 Budget cuts of £578,500 have been achieved since 2011/12 and there is a further planned cut of £120,000 to achieve in 2017/18.
- 4.6 Bradford Theatres has 68 permanent staffing posts , 61.39 FTE. Of that 50.47 FTE are currently in post. There are 12 vacant posts, a number of which are being covered by casual positions to give the service flexibility while St George's Hall is closed. The staffing structure is being reviewed while the Hall is closed and the changing needs of the venue accounted for prior to re-opening in late 2017.
- 4.6 The development and effective management of the bars and catering function is vital to the financial contribution to Bradford Theatres. This has been developed to cover reduction in budget as the figures below illustrate:
- 15/16 = turnover £1,118,987 contribution to budget £154,866
14/15 = turnover £1,019,492 contribution to budget £122,093
13/14= turnover £896,005 contribution to budget £81,143

5. Business Development / Investment

- 5.1 The Alhambra Theatre's last major investment was in 1986, when the current front of house spaces were added and improvements to the stage size, fly-tower and backstage facilities were made. This investment has served Bradford well, enabling the largest touring productions to visit which over the years have included *Les Miserables*, *Phantom of the Opera*, *Miss Saigon*, *The Lion King*, *Billy Elliot*, *Wicked* and *Mary Poppins*.
- 5.2 A regular programme of maintenance has kept the theatre in good condition, with recent projects including external painting (2014), new boilers and refurbishment of the private members bar (2015) and improvement works to the Studio (2016).
- 5.3 The restaurant was created on the top floor of the Alhambra. Optimising the fantastic views of City Park. This area was always unused pre-show. A kitchen was installed along with a disabled WC and passenger lift. The restaurant can now seat up to 85 people and is accessible for wheelchair users. This adds to the unique package the Alhambra can offer compared to local competition.
- 5.4 The studio theatre has a capacity of 250. In the past it has suffered from no investment resulting in a very dark, underused space. The studio has been identified to possibly trade more commercially supporting the theatres budget in the future. The bar has now been separated from the auditorium with sound proofing

and a kitchen and cellar has been built making the studio self sufficient for meetings, private hires, weddings, birthdays, small conferences etc.

- 5.5 The Laidler bar was previously designed to be a corporate sponsorship bar. Over the years companies no longer put money into such schemes and our membership dropped. Realising the need to offer something other theatres could not, we created the Laidler Lounge, an upmarket champagne bar that 30 people per night can exclusively use. Guests receive a glass of champagne on arrival and their programme. Private rest room facilities were also built. This area is fill for most commercial shows and spend per head dramatically improved adding to the theatres overall bottom line budget and creating exclusivity and a unique offer.
- 5.6 The King's Hall and Winter Garden were in a poor state of repair a decade ago but a series of investments including restoration of the glass roof, lighting, heating, kitchen and stage improvements have made this a very attractive and busy venue. Many of the works have been contributed to by a local volunteer charity, The Friends of King's Hall, and there is a strong sense of community pride and involvement in the venue. The Hall is well used for events including functions, shows and wedding receptions, and is now able to attain and exceed income targets due to the investments made.

6. St George's Hall Update

- 6.1 St George's Hall as one of Bradford's oldest buildings has been in need of major investment for some time due to the crumbling sandstone façade common to many of the city centre's buildings dating back to the Victorian era. The Hall is currently closed for refurbishment which includes maintenance to the stonework, windows and roof, re-wiring and essential health and safety improvements, minor reconfigurations to the bar and front of house areas, installation of a passenger lift and re-decoration, plus improvements to the comfort and sightlines within the auditorium. The project budget is £5.2 million, of which £1.5 million is a Heritage Lottery Fund grant and the remainder BMDC.
- 6.2 Plans for the auditorium seating changes and staging re-modelling have now been submitted for planning approval. Historic England have been invited to comment and are broadly supportive of the plans. They have asked for some additional information regarding the impact of proposed changes on any original features and will be making a site visit in December. It is not anticipated that this will have any effect on the overall timeline of the project.
- 6.3 Four companies have been invited to tender as principle contractor for the works at St George's Hall. At the tenderer's request and in order to allow sufficient time for comprehensive bids to be put together including details of specialist subcontracted works, the tender preparation period has been extended to Monday 19 December 2016. Tenders will be evaluated from 20 December 2016 and concluded over the building industry Christmas shutdown, with the option to interview if required w/c 9 January 2017.
- 6.4 Unless there are unexpected complications, the contract will be awarded w/c 9

January 2017. Depending on the successful tender's programme, work will start on site in early 2017 and the Hall is due to re-open in late 2017.

7. Future Delivery Options

- 7.1 It is possible that a future options appraisal could be made considering the following four management options for Bradford Theatres:

Remain in Council control and run with the existing management structure as part of Bradford Council. There is considerable pride in the venues, in particular the Alhambra and St George's Hall, and the service has a strong part to play in delivery of the council's goals including the Cultural Strategy and City Centre Plan. The restoration and development of St George's Hall will enable us to develop new and larger numbers of visitors and support the wider Council aims more effectively while reducing subsidy.

- 7.2 Commercial management company. This is unlikely however to provide significant cost savings as the service has already reduced controllable budget over the last decade, using similar methods as a commercial theatre provider (eg: the selection of more commercial product, investment in bars, catering and packages, introduction of booking fees.)

- 7.3 Charitable Trust. There are many examples of theatres and arts venues running successfully as charitable trusts. There is possibly more potential for attracting grant aid from foundations, personal donations and sponsorship if the future governance took this course, plus tax benefits and greater commercial flexibility. The Council has recently commissioned a consultancy report on the possible financial benefits of moving many of the sport and cultural facilities to a trust model, the results and recommendations of which will be reported to members in due course.

- 7.4 Management buyout. It may be possible, especially under the terms of New Deal, for the current management to propose a buyout and run the theatres independently as a public interest company.

8. Education and Access

- 8.1 Bradford Theatres education and outreach team budget and staffing were cut in 2008, following which the majority of educational offer has been provided by visiting production companies. This includes free Q&A sessions as part of the dance programme, dance and drama workshops where these are available, and development of young audiences particularly through schools performances.

- 8.2 The annual visit from Northern Ballet includes audience development activity aimed at first time dance attenders in hard to reach sectors and children through primary schools. Participants are offered free or reduced price tickets and receive a free workshop or talk, supported by Bradford Theatres and funded by Northern Ballet.

- 8.3 In December 2014 the Alhambra Theatre was one of only ten venues nationally to

- be involved in Matthew Bourne's exciting Lord of the Flies project, which encouraged and developed participation in dance from boys and young men. There were more than 250 participants involved in the project in Bradford. The final selection of 22 young men went on to perform alongside a professional cast in the Alhambra main house. Since the performance many of the participants have gone on to professional dance training and one young man was successfully cast in the lead role of the Billy Elliot national tour, which included a 4 week run back at the Alhambra this spring.
- 8.4 The Alhambra Theatre has been a member of the Royal Shakespeare Company's Learning and Performance Network since 2013 working with Bingley Grammar School, Samuel Lister Academy and approximately 20 cluster schools. Working in partnership with the Royal Shakespeare Company (RSC) Bingley Grammar School had their Shakespeare Festival at the Alhambra in which more than 200 children participated and 1,500 people attended. This was followed by the RSC's professional production which included children's casting from Samuel Lister Academy, joined exclusively in Bradford by a Blue Peter presenter, resulting in a broadcast piece in the programme.
- 8.5 The Alhambra Theatre is a member of the Touring Consortium, which produces new accessible drama twice annually and has a commitment to providing accessibly priced schools tickets and free educational and outreach activity alongside their productions. Work has included community and youth casting, pre show performance opportunities, free venue and set tours, workshops, a young reporters scheme, photography and filmmakers competitions and community access days.
- 8.6 The Alhambra Theatre is one of the leading venues in the country for the provision of access assisted performances for deaf and visually impaired theatre goers. The majority of main house productions offer signed, captioned and audio described performances and touch tours. The recent Mary Poppins touch tour was attended by 50 people and offered blind patrons the opportunity to feel and view up close the set and costumes, followed by listening in to a description of the visual elements of the show, which greatly enhances their experience.
- 8.7 The Alhambra Theatre ran it's first Relaxed Performance for learning disabled people at the 2015/16 pantomime which was highly successful and is being repeated this season. This provides a safe and friendly environment for patrons on the autistic spectrum or with other learning difficulties and their families to attend the theatre. Lights are maintained on in the auditorium throughout the show and patrons may move around should they wish to, plus additional support is provided such as quiet areas and storyboard pre-show information.
- 8.8 For many years, the Alhambra Theatre offered a 'Panto Roadshow' aimed at local primary schools. A free workshop on the history of pantomime was offered in schools including an interactive theatre in education performance with staff and pupils. The children then later attended a performance of the pantomime at the theatre, this being for most their first theatre attendance. Families were then targeted for the following season, encouraging independent bookings separate from

the school. Schools in areas of deprivation and with a low attendance rate were targeted for this work. Having exhausted the list, for the last two seasons the Alhambra Theatre has instead offered subsidised seats and assisted travel to pantomime to targeted Bradford schools, enabling hundreds of local children to experience their first visit to the theatre.

- 8.9 As part of the funding from the Heritage Lottery Fund (HLF), a new Heritage Outreach post is being created based in St George's Hall who will deliver an activity plan targeting underrepresented groups and city centre schools. Accessible heritage activities, including free workshops, open days and a tour linking other historical buildings will be offered, increasing footfall through the building and knowledge / ownership of the space. The recruitment of the new post is planned for mid 2017 to develop activities and relationships alongside the physical works and is funded for 3 years by the HLF.
- 8.10 We constantly take throughout the year requests from school children who are thinking of pursuing a career in theatre. Successful candidates are given a full weeks intensive insight into how the theatre operates and the very different departments that all work quite individually yet knit together for the end product.
- 8.11 For over 8 years now we have worked in conjunction with social services to create Open House. This is based at either St Georges Hall or the Alhambra and is manned by volunteers. Reduced price catering is offered and free room hire aimed at reducing isolation and loneliness and offering training services suitable to the over 60's community.
- 8.12 The dance consortium has membership from around the UK, predominantly made up of large scale number one venues. Bradford Theatres has been a member for the last 10 years. The aim of the consortium is to bring the best large scale international contemporary dance companies to the local regions. This consortium has received regular funding from the arts council and involves education packages and encourages participation in their masterclasses. Such companies as Alvin Ailey (American Dance Company), Australian Dance Theatre, Batsheva and Nederlands Dance Theatre have appeared to name just a few.
- 8.13 The Alhambra Theatre has made significant improvements to access for wheelchair users with a new level access area at the rear of the stalls which has improved choice, comfort and sightlines. Half price tickets for disabled people and essential carers are available through our Access and Carers scheme.

9. Environment and Sustainability

- 9.1 Theatres have been included in the majority of the Council's environmental and sustainability programmes, with energy reduction achievements through replacement of both internal and external lighting to LED.
- 9.2 Recent developments and improvements in stage lighting technology means that LED is now an option for some stage lighting for the first time. These options are being explored for replacement where possible at all venues.

- 9.3 All Bradford Theatres venues have had new more boilers fitted as part of FM's maintenance and development programme within the last three years, reducing heating costs and improving efficiency.
- 9.4 Environmental improvements such as installation of double glazing have been considered for the re-development of St George's Hall but single glazing is preferred by Historic England for the listed exterior. Significant thermal improvements will still be made by making the venue watertight, plus through improvements to sash frames and fittings.
- 9.5 A planned grey water harvesting system at St George's Hall will not be able to be progressed due to the massive weight implications of water storage tanks. Similar siphoning techniques will be used to take excess water from the roof direct to drainage which will reduce the impact of water damage on the building.
- 9.6 A preference for local materials, reducing the environmental impact of transportation, has been made in the Hall tender documents.
- 9.7 Bradford Theatres follows the Council's guidelines regarding sustainable and local food and equipment supplies.

10. Tourism and Marketing

- 10.1 Bradford Theatres main marketing tool is the season brochure, which includes the programmed events at all venues and is produced three times a year with a print run of 120,000. Of these, 35,000 are mailed to previous attenders and 10,000 copies are distributed locally. 45,000 copies are distributed via national of Sunday newspapers in the local area and a further 5,000 – 10,000 are distributed via hand to hand promotion and door drops, thereby ensuring a good spread of existing and potential new bookers receive information. The remainder are picked up from the venues, leisure centres and city centre sites. The brochure results in a return of more than 20% which is a high return on investment.

- 10.2 Bradford Theatres has the most visited website in Bradford. Stats for Jan – June 2016 were as follows:

Total traffic - 977,864

Page Views - 5,160,526

Average session duration – 3mins 49 seconds

Bounce rate - 31.21%

Visitor split – New visitors: 51.9% / Returning visitors: 48.1%

The majority of website traffic comes from outside Bradford, as these Google Analytics figures show:

Leeds - 25.08% of all traffic

London - 14.46% of all traffic

Bradford - 14.07% of all traffic

Huddersfield - 4.75% of all traffic

Sheffield - 3.29% of all traffic

This illustrates the ability of Theatres to showcase Bradford regionally and even nationally in a positive light and the tourism gains for the city.

Nearly half of web traffic is from mobile devices and investment has been made to make the website accessible in this format, especially with regard to ease of booking on line.

- 10.3 Bradford Theatres has a regular email list of approximately 73,000. Facebook support is high with 23,800 'likes' and we have 9,500 Twitter followers. Social media is used for regular updates and interaction with customers as well as paid for advertising campaigns. Theatres are investigating further ways that digital media can be used.
- 10.4 The majority of marketing spend on individual productions is negotiated as part of the deal with visiting companies, especially for the large budget Alhambra Theatre productions. In addition, occasionally bespoke campaigns are undertaken to promote the venue as a first choice destination, for instance the Alhambra Theatre has undertaken marketing campaigns based on it's unique selling point of offering 'the Total Package'. It is rare for venues and unique in the local area for a large theatre to be able to offer such attractive bar, restaurant and front of house facilities, as well as easy access and local parking offers. The campaign makes the most of these features and encourages audiences to spend longer in the city rather than just coming to see the show on stage.
- 10.5 Bradford Theatres takes part in an customer data analysis report 'Spotlight' undertaken by &Co, the regional arts marketing agency. This includes audience mapping, geographical data, financial yield analysis, hotspots, drive-time and mosaic audience profiling. The report also gives access to other regional venues data for benchmarking purposes. Information from this report is used for targeted marketing activity and audience development, ensuring that spend is planned based on the best available market intelligence.

11. Recommendations

- 11.1 Members are invited to ask any further questions they have of the Theatres Service at this time.

Report of the Chair of the Regeneration and Economy Overview and Scrutiny Committee to the meeting to be held on Wednesday 21 December 2016

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Subject:

REGENERATION AND ECONOMY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016-17

Summary statement:

This report presents the Committee's Work Programme 2016-17

Cllr Adrian Farley
Chair – Regeneration and Economy O&S
Committee

Portfolio:

**Regeneration, Planning & Transport
Education, Employment and Skills
Environment, Sport & Culture
Health and Wellbeing**

Report Contact: Licia Woodhead
Overview and Scrutiny Lead
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1. Summary

1.1 This report presents the Committee's Work Programme 2016-17.

2. Background

2.1 Each Overview and Scrutiny Committee is required by the Constitution of the Council to prepare a work programme (Part 3E – Overview and Scrutiny Procedure Rules, Para 1.1).

3. Report issues

3.1 **Appendix 1** of this report presents the Work Programme for 2016-17.

3.2 Work planning cycle

Best practice published by the Centre for Public Scrutiny suggests that 'work programming should be a continuous process'. It is important to regularly review work programmes so that important or urgent issues that come up during the year are able to be scrutinised. In addition, at a time of limited resources, it should also be possible to remove projects which have become less relevant or timely. For this reason, it is proposed that the Committee's work programme be regularly reviewed by Members throughout the municipal year.

4. FINANCIAL AND RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

None

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS



None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

- 9.1 That the Work programme 2016-17 continues to be regularly reviewed during the year.

10. APPENDICES

- 10.1 Appendix 1 – Regeneration & Economy Overview and Scrutiny Committee Work Programme 2016-17



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Democratic Services - Overview and Scrutiny

Regeneration and Economy O & S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2016/17

Agenda	Description	Report
Wednesday, 25th January 2017 at Shipley Library. Chair's briefing 09/01/2017. Secretariat deadline 12/01/2017. <ol style="list-style-type: none"> 1) Shipley Themed meeting 2) Regeneration and Economy O&S Committee Work Programme 	<p>The Committee will receive a report on regeneration in the Shipley area, including the Canal Road Urban Village and Industrial sites in Bingley.</p> <p>The Committee will consider its Work Programme and make changes as necessary.</p>	<p>Mike Cowlam</p> <p>Licia Woodhead</p>
Tuesday, 28th February 2017 at City Hall, Bradford. Chair's briefing 13/02/2017. Secretariat deadline 15/02/2017. <ol style="list-style-type: none"> 1) Housing Allocations Policy Review 2) Housing Standards 3) Empty Homes Strategy 4) Problem Properties and Land 4) Regeneration and Economy O&S Committee Work Programme 	<p>The Committee will receive a report on the review of the Housing Allocations Policy.</p> <p>The Committee will receive an update on the work of the Housing Standards team including enforcement work and a ward data map.</p> <p>That the Committee will receive an update report detailing progress made with tackling empty homes.</p> <p>The Committee will receive a report on problem properties and land across the District.</p> <p>The Committee will consider its Work Programme and make changes as necessary.</p>	<p>Hiron Miah</p> <p>Julie Rhodes</p> <p>Julie Rhodes</p> <p>Ben Middleton / Julian Jackson / Shelagh O'Neill</p> <p>Licia Woodhead</p>
Wednesday, 8th March 2017 at City Hall, Bradford. Chair's briefing 20/02/2017. Secretariat deadline 23/02/2017. <ol style="list-style-type: none"> 1) City Centre Regeneration 2) City Centre markets 3) Economic Strategy for Keighley 4) Sports Facilities Investment Plan 	<p>The Committee will receive an update report on the regeneration work in Bradford City centre.</p> <p>The Committee will receive an update on the City centre markets</p> <p>The Committee will receive a report on the wider economic strategy for Keighley</p> <p>The Committee will receive an update report on the Sports Facilities Investment Plan which will include detailed designs and the detailed revenue projections for the first phase of the new facilities.</p>	<p>Mike Cowlam</p> <p>Colin Wolstenholme</p> <p>Phil Barker</p>

Regeneration and Economy O & S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2016/17

Description

Report

Agenda

Wednesday, 8th March 2017 at City Hall, Bradford.

Chair's briefing 20/02/2017. Secretariat deadline 23/02/2017.

- 5) Active Bradford Strategy

The Committee will receive a report detailing the finalised framework of the Active Bradford Strategy.

Phil Barker / Zuby Hamard

Tuesday, 28th March 2017 at City Hall, Bradford.

Chair's briefing 08/03/2017. Secretariat deadline 15/03/2017.

- 1) National Media Museum
- 2) Investment in the National Media Museum
- 3) Get Bradford Working / SkillHouse Programme

The Director of the Media Museum will present an annual update on the museum

Jo Quinton-Tulloch

The Committee will receive a report on the Council's £1m investment in the National Media Museum and the economic impact the museum has had on the district.

Phil Barker

The Committee will receive an update report on the Get Bradford Working Programme

Emma Longbottom

Thursday, 27th April 2017 at City Hall, Bradford.

Chair's briefing 10/04/2017. Secretariat deadline 12/04/2017.

- 1) Housing and Homelessness strategy
- 2) Tourism
- 3) Cultural Strategy
- 4) Former Odeon Building

The Committee will receive a report reviewing the progress against targets within the Housing and Homelessness strategy.

Sarah Holmes

The Committee will receive an update report which includes feedback from public consultation on the Tourism review and the impact of other strategies.

Tricia Tillotson

The Committee will receive an update report which will include information on how data is collected and analysed.

Phil Barker / Bobsie Robinson

The Committee will receive an update report on the former Odeon building.

Tina Parry

Tuesday, 9th May 2017 at City Hall, Bradford.

- 1) West Yorkshire Combined Authority and Leeds City Region

Jamie Saunders