



Agenda for a meeting of the Executive to be held on Tuesday, 5 December 2017 at 10.30 am in Committee Room 1 - City Hall, Bradford

Members of the Executive – Councillors

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|---------------------|
| LABOUR |
| Hinchcliffe (Chair) |
| V Slater |
| I Khan |
| Ross-Shaw |
| Ferriby |
| Jabar |

Notes:

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

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Jill Bell / Yusuf Patel

Phone: 01274 434580/4579

E-Mail: jill.bell@bradford.gov.uk / yusuf.patel@bradford.gov.uk

To:

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 7 November 2017 be signed as a correct record (previously circulated).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

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.

(Jill Bell / Yusuf Patel - 01274 434580 434579)

4. RECOMMENDATIONS TO THE EXECUTIVE

To note any recommendations to the Executive that may be the subject of report to a future meeting. (Schedule to be tabled at the meeting).

(Jill Bell / Yusuf Patel - 01274 434580 434579)

B. STRATEGIC ITEMS

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

**5. CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL
SOCIAL VALUE AND INCLUSIVE GROWTH RATIONALE AND
POLICY DOCUMENT**

1 - 34

The Strategic Director Corporate Services will submit a report (**Document “AI”**) which sets out a rationale and policy for Commissioners, Procurers and Suppliers for the Social Value the City of Bradford Metropolitan District Council is seeking to achieve for the residents and businesses of the Bradford District and the wider Leeds City Region economy. The Policy is designed to provide a reasonable, scalable and proportionate approach to realise Inclusive Growth benefits from the contracts the Council procures, awards and manages.

Recommended –

It is recommended that:

- (1) The content of this report is noted, and**
- (2) The Council’s Social Value and Inclusive Growth Rationale and Policy Document (as set out at Appendix 1 to Document “AI”) is accepted and implemented by the Council after the 1st of April 2018.**
- (3) There is an annual review and evaluation of the Social Value benefits secured through the application of the Policy.**

(Corporate Overview & Scrutiny Committee)

(Duncan Farr – 01274 434588)

6. PROPOSED FINANCIAL PLAN UPDATED 2018/19 TO 2020/21

35 - 94

The Strategic Director Corporate Services will submit a report (Document “AJ”) which sets out:

- update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2018/19 and 2019/20
- revised indicative budget plans to 2020/21, to allow the further development of spending proposals to keep the Council effective and financially sustainable

Recommended –

It is recommended that Executive, having considered the Council’s public sector equality duty as set out above:

- (1) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2018/19 and 2019/20 set out at Appendix E(i) and any revisions to previous decisions as set out in Appendix G(i);**
- (2) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2019/20 as set out in Appendix F;**
- (3) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed non-recurrent spending included in the financial estimates**

as set out in Appendix D;

- (4) **Note the proposed use of reserves;**
- (5) **Approve the consultation mechanisms and processes set out in Appendix H;**
- (6) **Approve the proposed indicative spending totals for each outcome set out in tables 1(a) and 1(b) for 2020/21 to inform future planning and engagement with stakeholders, the budget for 2020/21 to be subject to detailed formal consultation in future budget rounds;**
- (7) **Approve that the £10m p.a. included in the existing Capital Investment Plan for strategic acquisitions can be deployed flexibly between the years of the Capital Investment Plan, so that acquisitions exceeding that figure could be considered;**
- (8) **Authorise the Strategic Director Corporate Services, in consultation with the Leader of the Council, to proceed with a pooled 100% business rate pilot if the application is approved by DCLG; and**
- (9) **Authorise Strategic Directors to engage with stakeholders to develop draft plans and options for the reforms and changes required to deliver a balanced budget in 2020/21.**

(Corporate Overview and Scrutiny Committee)

(Stuart McKinnon-Evans - 01274 432800)

C. PORTFOLIO ITEMS

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| <p style="text-align: center;">EDUCATION, EMPLOYMENT & SKILLS PORTFOLIO</p> |
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(Councillor I Khan)

7. PROPOSED EXPANSION OF PRIMARY SCHOOL AND CLOSURE OF SIXTH FORM PROVISION INCLUDING CHANGE OF AGE RANGE OF SECONDARY SCHOOL

95 - 122

The Strategic Director Children's Services will submit a report (**Document "AK"**) which asks the Executive to:

- Agree to increase the Published Admission Number (PAN) and approve the publication of Statutory Proposals for the expansion of Low Ash Primary School.

- Approve the publication of Statutory Proposals for the alteration of the upper age range of Carlton Bolling College from 11-18 to 11-16 so as to remove the sixth form provision and approve the increase in the school's Published Admission Number (PAN) from 240 to 300.

Recommended –

- (1) **That the Executive approve the increase in the PAN at Low Ash Primary School from 60 to 90 as from September 2019 and approve the publication of Statutory Proposals to enlarge the school premises by increasing the capacity of the school from 420 to 630 from September 2019.**
- (2) **Approve the publication of Statutory Proposals for the alteration of the upper age range of Carlton Bolling College changing the age range from 11-18 to 11-16 so as to remove the sixth-form provision and to approve increase in the PAN from 240 to 300 for statutory age pupils from September 2018.**

(Children's Services Overview and Scrutiny Committee)

(Judith Kirk - 01274 431078)

**REGENERATION, PLANNING & TRANSPORT
PORTFOLIO**

(Councillor Ross-Shaw)

8. WINTER SERVICE PLAN 2017-18

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The Council has a duty to develop and implement a winter service operational plan to ensure so far as reasonably practicable, that traffic keeps moving even in unforeseen weather conditions and that safe passage is not endangered by the presence of snow and ice.

The Strategic Director Place will submit a report (**Document "AL"**) which details the arrangements in place to discharge this duty, outlines the changes to the plan which have been made as a result of the review of the Winter 2016-17 operation and details potential future changes that may be necessary to comply with the implementation of the new Code of Practice for Well Managed Highway Infrastructure in October 2018.

Recommended –

- (1) That Executive approves the adoption of the Winter Services Plan 2017-18 and that a copy of the approved plan be placed on the Council’s website in accordance with the requirements of the revised Code of Practice.**
- (2) That the Winter Service Plan 2018-19, which is fully compliant with the recommendations in the revised Code of Practice be presented to Executive prior to the commencement of the winter service 2018-19.**

(Environment & Waste Management Overview and Scrutiny Committee)

(Richard Gelder - 01274 437603)

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

9. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during the discussion of the Appendix relating to the Bradford Odeon on the grounds that it is likely, in view of the nature of the proceedings, that if they were present, exempt information within paragraphs 3 and 5 (financial or business affairs and legal privilege) of Schedule 12A of the Local Government Act 1972 (as amended) would be disclosed and it is considered that, in all the circumstances, the public interest in allowing the public to remain is outweighed by the public interest in excluding public access to the relevant part of the proceedings for the following reasons:

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

(Yusuf Patel – 01274 43479)

10. **BRADFORD ODEON**

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The Strategic Director Corporate Services will submit a report (**Document “AM” with NOT FOR PUBLICATION APPENDIX 1**) which considers the options available to the Council in securing funding for the proposed refurbishment of the Bradford Odeon.

Recommended –

The Executive is asked to:

- (1) Endorse the risk assessment in the Not For Publication Appendix.**
- (2) Endorse further detailed consideration, with partners, of the optimal legal and financial structures to develop the Bradford Odeon.**
- (3) Support the principle that the Council provides loan or other forms of capital to enable the development to proceed.**
- (4) Support bids to other bodies who are willing to co-fund development.**

(Corporate Overview and Scrutiny Committee)

(Ben Middleton - 01274 439067)



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

AI

Subject:

**City of Bradford Metropolitan District Council
Social Value and Inclusive Growth Rationale and Policy Document**

Summary statement:

This report sets out a rationale and policy for Commissioners, Procurers and Suppliers for the Social Value the City of Bradford Metropolitan District Council is seeking to achieve for the residents and businesses of the Bradford District and the wider Leeds City Region economy. The Policy is designed to provide a reasonable, scalable and proportionate approach to realise Inclusive Growth benefits from the contracts the Council procures, awards and manages.

Stuart McKinnon-Evans
Strategic Director of Corporate
Services

Report Contact: Duncan Farr
Senior Commissioning & Category
Manager
Phone: (01274) 434588
E-mail: duncan.farr@bradford.gov.uk

Portfolio:

Leader of the Council and Corporate

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report sets out a rationale and policy for Commissioners, Procurers and Suppliers for the Social Value that the City of Bradford Metropolitan District Council is seeking to achieve for the residents and businesses of the Bradford District and the wider Leeds City Region economy. The Policy is designed to provide a reasonable, scalable and proportionate approach to realise Inclusive Growth benefits from the contracts the Council procures, awards and manages.

2. BACKGROUND

- 2.1 At its meeting of Tuesday, 21 March 2017 the Council considered and resolved the following in relation to Inclusive Growth:

BRADFORD COUNCIL IS TAKING A LEAD ON INCLUSIVE GROWTH

Resolved-

This Council notes:

- *Bradford Council is playing a lead role in inclusive growth for our region, as demonstrated when we hosted the Inclusive Growth Commission's regional launch event on 6 March 2017*
- *It is crucial that everyone in the district gets the opportunity to contribute to and share in any economic growth*
- *We are committed to making inclusive growth principles integral to our own practices and in our influence with partners and third party organisations*

We resolve to:

- *Consider inclusive growth as part of the Council's Procurement Review*
- *Continue supporting employment and skills programmes such as SkillsHouse and encourage partners to get involved*
- *Work with private and third sector partners on a Business Covenant to promote strong corporate social responsibility throughout the Bradford District.*

- 2.2 Following this decision development of the Council's Social Value Policy has been led by a Steering Group providing direction, input and support, and a Reference Group that has delivered outputs against five primary objectives, to:

- Identify the current external position and review three examples of good practice.
- Undertake a review of historical annual spend over a three year period and establish a baseline for Bradford.
- Produce input to and recommendations on strategy and policy that reflect Bradford's ambition and intent.

- Formulate an implementation plan that will enable the required changes to strategy, policy and practice from April 2018.
- Identify two Bradford based organisations willing to develop a baseline and to look, in principle, to adopt the findings of the review.

The proposed Policy (set out at Appendix 1) is the summary of activity centred on these objectives by members of the Steering and Reference Groups including Elected Members and Council Officers, representatives from partner public sector organisations in the District, and the Voluntary and Private sectors of the local economy.

3. OTHER CONSIDERATIONS

- 3.1 Inclusive Growth is an increasingly used term, and the Council’s development of this Policy has taken account of, and acknowledges the good work produced by organisations including the Centre for Local Economic Strategies, The Good Economy, the Royal Society of Arts, and the Joseph Rowntree Foundation.

Promoting Inclusive Growth through Social Value in public procurement means buying goods, works and services in a way that helps:

- Create jobs; tackles unemployment, under employment, or inactivity,
- Creates better jobs; a living wage, and secure employment contracts,
- Strengthens skills and employability,
- Builds cohesive and confident local communities,
- Contributes to wider economic and institutional transformation, and
- Lowers barriers to social mobility and inequality.

- 3.2 Research into the application of Social Value by other local authorities evidences meaningful benefits. For example Manchester City Council has increased its local spend from 52% to 74% (+22%), with supplier re-spend in the Manchester economy growing from 25p in the £ to 47p in the £. Manchester’s top 300 suppliers also provided additional economic benefits of 1,481 new jobs, 262 apprenticeships, 20,638 hours of volunteering activity, 47,875 hours of support for the local VCS sector and 334 employment opportunities for ‘hard to reach’ individuals.

Although a hypothesis, similar results for Bradford would increase spend with local suppliers from £191m to £244m (+£45m) with nearly half of this amount (£21m) then being re-spent by suppliers in the Bradford economy (additional net effect of £66m), with the potential for similar pro-rata economic benefits.

| | Total Spend | Local Spend (Bradford District) | SME Spend | Local SME Spend |
|-------------------------|-------------|------------------------------------|----------------|-----------------|
| 2016/17 | £406m | 47% £191m | 72% £294m | 39% £160m |
| 5 year goal (est. £) | - | >60% (£244m) | 75% (£305m) | >50% (£203m) |

3.3 Approaches to Social Value adopted by other local authorities has informed the development of the Council's Policy; Findings from visits to Manchester City Council, Nottingham City Council and Hull City Council have identified:

- Social Value has a strong focus on securing economic benefits (e.g. local employment, apprenticeships and employment opportunities). However there is evidence that tackling worklessness through Social Value brings benefits in terms of healthier lifestyles and reduced problems of anti-social behaviour and re-offending.
- Local Authority contractual spend within their municipal area appears to be increasing (Bradford currently spends approximately 50% locally, and Manchester City Council reports a shift from 52% to 74% over 7 years).
- Approaches are diverse;
 - Some Social Value policies give suppliers the option to offer up to 2.5% of contract value as an alternative to submitting Social Value proposals. The monies collected are then used by the Local Authority to further corporate objectives typically around creating employment.
 - Other policies take a 'work book' approach analysing the potential of each contract to create employment against which bidders offer proposals to either partially or fully create such opportunities.
- Social Value is worth between 10% and 20% of the evaluation criteria, and the application of a policy does not appear to have increased contract values.
- In implementing a Social Value policy local authorities have invested in staff development and training, and systems to track the benefits realised.

3.4 Development of the Council's Policy has been informed by current thinking around Inclusive Growth. The Good Economy set out in their position paper '*The Good Economy: A Better Future for Everyone*' a four pillar model for Inclusive Growth that aligns well to the Council's Corporate Priorities, as set out in the District and Council Plan. This linkage will be further strengthened through the Council's work with partners to develop an Economic Growth Strategy for the District based on building a more productive and inclusive economy. This work has provided a basis for a set of procurement objectives that are orientated to the principles of Inclusive Growth:

| Corporate Priority | Inclusive Growth / Good Economy Pillars | Procurement Objectives |
|---|---|---|
| Better skills, more good jobs and a growing economy | Business Dynamism; <i>Inclusive investment in sustainable growth and social impact</i> | <ul style="list-style-type: none"> Establish a supplier base which has knowledge of local issues and priorities Increased economic benefits for the Bradford District Build a base of suppliers that are responsive and flexible to needs Increased local spend |
| Decent homes that people can afford to live in | Good Jobs; <i>Decent living standards achieved through employment, jobs that pay decent wages and fulfil carer aspirations</i> | <ul style="list-style-type: none"> Increase opportunities for good jobs and sustainable employment Promotion of employment, training and skills opportunities |
| A great start and good schools for all our children | Human Development; <i>access to high quality public services</i> | <ul style="list-style-type: none"> Procurement of quality and cost effective services that are safe and best meet need Support the balance of innovation with evidence based approaches to identify solutions at an early stage Support demand reduction for specialist services |
| Better health, better lives | | <ul style="list-style-type: none"> Reduction of the District's carbon footprint through reduced consumption of natural resources |
| Safe, clean and active communities | | <ul style="list-style-type: none"> Support the delivery of budget savings and maximising of efficiencies A supplier base that invests in Bradford's communities |
| A well-run council, using all our resources to deliver our priorities | | |

3.5 Against these procurement objectives a suite of Social Value requirements have been set out in the Policy (see Appendix 1) that are clustered around the 4 pillars set out by the Good Economy, of; Business Dynamism (recognising the value of investing in the local economy), Good Jobs (through raising both skills and employment opportunities), Human Development (including support for social care) and Social Cohesion (placing value on the contribution of the voluntary sector and the importance of environmental issues).

The Council's Social Value Policy then provides commissioners and procurers with the choice to apply a number of these requirements to each of the Council's procurements depending on the value and duration of the contract:

- For contracts with an estimated value of less than £25k the application of the Council's Social Value Policy will be discretionary.
- For contracts with an estimated value between £25k and £100k at least two Social Value requirements must be applied to the tender; with at least one from either the Business Dynamism or Good Jobs requirements sets.
- For contracts with an estimated value of more than £100k at least one of the Social Value requirements from each of the sets must be applied, and
- For contracts with an estimated value greater than the applicable 'EU threshold' (£164k for the supply of goods, and services, £4.1m for works, and £589k for specific Light Touch Regime contracts), with a duration of more

than 2 years then the specific requirements to create jobs, apprenticeship, training or skills enhancement opportunities must be considered.

- 3.6 To ensure that Social Value requirements are proportionate and scalable to the nature of a particular contract each requirement contains a set of square brackets [] to allow for the amount of Social Value to be adjusted. For example;

Improve the skills levels of existing staff by training of []% of the workforce to Level [2 / 3 / 4].

- 3.7 Bidders' responses will be evaluated by assessment of how close their proposal comes to meeting the Council's requirements; i.e. a proposal that fully meets requirements scores full marks with lesser proposals proportionally scoring fewer points. However, to ensure a transparent and fair evaluation process no additional marks would be available for offering to over-achieve against the Council's Social Value requirements.

- 3.8 In 2016/17 the Council published 389 contract opportunities on YORtender, of which 222 were worth more than £25k; with the total spend with its suppliers as follows. On this basis, once embedded the Council's Social Value Policy could have significant potential to seek Inclusive Growth benefits from the Council's contracts.

| | Number of Suppliers | Total Aggregate Spend* |
|-------------------------------------|---------------------|------------------------|
| Suppliers paid <£25k | 3,479 | £18,943,678 |
| Suppliers paid £25k to £100k | 617 | £30,342,979 |
| Suppliers paid >£100k | 590 | £344,298,545 |
| | 4,666 | £393,585,202 |

* Excluding direct Social Care payments

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Policy sets out that Social Value shall be worth 10% of the overall marks available in the evaluation of bids for Council contracts. Each Social Value objective set as part of the Council's contract award criteria shall be assessed using the standard evaluation criterion set out in the Council's template procurement documents. However, a minimum score for Social Value, applied on a pass / fail basis will not be set as part of the evaluation process.
- 4.2 The Social Value requirements set out in the proposed Policy have been specifically selected, so that they can be proportionally applied to capture Inclusive Growth benefits with no cost or minimal additional cost implications for suppliers.
- 4.3 The suppliers who have committed to the delivery of Social Value objectives through a Council contract will be required to submit a quarterly report to evidence the progress made against their objectives.
- 4.4 The Social Value and Inclusive Growth benefits secured through the Policy will then be reported in the Well Run Council part of the Council Plan. In addition to existing

indicators for % of expenditure spent locally, % of expenditure spent regionally, % of expenditure spent with SME suppliers, and % of expenditure spent with VCS suppliers, additional indicators will include:

- [] Number of contracts securing Social Value
- [] Jobs created in the Bradford District
- [] Apprenticeships and training opportunities created in the Bradford District
- [] Hours of community volunteering
- [] Hours of support for the voluntary and community sector
- [] Employment opportunities for 'hard to reach' individuals

4.5 Collation of data recording the Social Value achieved by the Council through the proposed Policy, and a training programme for both the Council's commissioners, procurers, buyers and suppliers will be managed using existing resources, including sampling and auditing of a number of supplier reports to test the accuracy of the information provided.

4.6 It is anticipated that the Council's Social Value and Inclusive Growth Policy will be implemented after the 1st of April 2018, with a subsequent review 12 months later.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 There are no significant risks arising out of the implementation of the proposed recommendations.

6. LEGAL APPRAISAL

6.1 The Public Services (Social Value) Act 2012, allows the Council like any other public body to consider the social, economic and environmental benefits of their approach to the procurement of a public contract before the process commences. Specifically the Act works in three limbs; firstly there should be consideration of how what is being procured may be of benefit to the economic, environmental or social wellbeing of an area, secondly how such benefits might be secured, and finally whether it is necessary to consult on such proposals.

6.2 Whilst the Act is specifically applicable to 'over EU threshold' services contracts the Council's policy proposes that it is good practice to consider the application of the principles of Social Value to any contract of any value.

6.3 There is likely to be a need for additional work on contractual terms where relevant to allow Social Value requirements to be defined and monitored in line with the tender responses received, with a view to enforcement of the Social Value benefits.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

- 7.1.1 There are no Equality and Diversity implications arising out of the recommendations of this report. However, the Council's Social Value Policy is designed to secure additional Inclusive Growth benefits from the contracts the Council awards that include opportunities for suppliers to support and invest in the District's communities supporting themes of Social Cohesion.

7.2 SUSTAINABILITY IMPLICATIONS

- 7.2.1 There are sustainability implications arising out of the recommendations of this report. However, the Council's Social Value Policy is designed to secure additional Inclusive Growth benefits from the contracts the Council awards that include opportunities for suppliers to support and invest in the sustainable use of natural resources.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

- 7.3.1 There are no greenhouse gas emissions impacts arising out of the recommendations of this report. However, the Council's Social Value Policy is designed to secure additional Inclusive Growth benefits from the contracts the Council awards that include opportunities for suppliers to support and invest in reducing the District's carbon footprint.

7.4 COMMUNITY SAFETY IMPLICATIONS

- 7.4.1 There are no community safety implications arising out of the recommendations of this report. However, the Council's Social Value Policy is designed to secure additional Inclusive Growth benefits from the contracts the Council awards that include opportunities for suppliers to support and invest in the District's communities supporting themes of Social Cohesion.

7.5 HUMAN RIGHTS ACT

- 7.5.1 There are no Human Rights Act implications arising out of the recommendations of this report. However, the Council's Social Value Policy is designed to secure additional Inclusive Growth benefits from the contracts the Council awards that include opportunities for suppliers to support and invest in the District's communities supporting themes of Social Cohesion.

7.6 TRADE UNION

- 7.6.1 There are no Trade Union implications arising out of the recommendations of this report. However, the Council's Social Value Policy encourages and welcomes the Council's suppliers to adopt the following standards and to also encourage the same in their supply chain:

- That the Council's suppliers commit to upholding high standards of moral and ethical employment across their workforce, and expect the same from their supply chains.
- That there will be rigorous implementation and adherence to Health and Safety standards and legislation, and provision of '21st Century' welfare facilities for all workers.
- Apprenticeships are actively promoted especially where this will provide opportunity for the most disadvantaged people in our society.
- That all staff will be paid and treated fairly with, as appropriate, provisions to include paid holidays, a sickness benefit scheme, pension, accident compensation and a death in service scheme.
- That temporary workers are employed through agencies upholding the highest standards of ethical behaviour, compliance and quality of service.
- That collaboratively Employers, Trade Unions and industry specialists play a vital role in creating safe and productive work places.
- There shall be equality and opportunity for all and that there will be no place for 'blacklisting'.
- That the environmental impacts of a suppliers business activities shall be minimised.
- That the District's business premises and sites will be clean, well managed 'good neighbours'.

7.7 WARD IMPLICATIONS

7.7.1 There are no Ward implications arising out of the recommendations of this report.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

9.1 In acknowledgment of Members' resolution that the Council should take a lead on Inclusive Growth the option of 'do nothing' and not developing a Council Social Value Policy has not been considered.

9.2 Options for how Social Value might be secured from the Council's contracts have though been considered. Section 3.2 of this report notes that there are diverse approaches to Social Value by local authorities, these approaches have been summarised as either being:

- **Contractual;** Social Value requirements are set out in tender documents and request bidders to respond with proposals in the form of a method statement. The successful bidder is then contractually obliged to deliver their proposals for Social Value as part of delivery of the contract.

- **Levy;** Social Value requirements are set out in tender documents and request that bidders respond in one of the following two ways; either with proposals in the form of a method statement, or alternatively the offer of a percentage of the contract sum (up to a specified maximum) that is payable as levy by the successful bidder. Sums secured under this model are then used by the Council to fund Social Value projects.
- **Hybrid;** both options are utilised; selecting one on the merits of each particular tender exercise.

9.3 As part of the Policy development activity an options appraisal exercise was undertaken to compare levy, contractual and hybrid models for securing Social Value. Whilst it should be acknowledged that the exercise only represents a small sample of potential stakeholders, comprising Commissioners, Procurers, Suppliers and Support functions; the results high light a general consensus of support for the contractual model. The contractual model was felt to have particular benefit as it has the potential to make lasting, beneficial Inclusive Growth changes to a suppliers business practices over the one off payment of a Social Value levy.

10. RECOMMENDATIONS

10.1 It is recommended that:

- The content of this report is noted, and
- The Council's Social Value and Inclusive Growth Rationale and Policy Document (as set out at Appendix 1) is accepted and implemented by the Council after the 1st of April 2018.
- There is an annual review and evaluation of the Social Value benefits secured through the application of the Policy.

11. APPENDICES

11.1 The following documents are included as appendices:

- Appendix 1; The Council's Social Value and Inclusive Growth Rationale and Policy Document

12. BACKGROUND DOCUMENTS

12.1 The following are acknowledged in development of the Council's Council's Social Value and Inclusive Growth Rationale and Policy Document:

- The Centre for Local Economic Strategies 'The Power of Procurement II'
- The Good Economy 'The Good Economy: A Better Future for Everyone'
- The Joseph Rowntree Foundation 'Inclusive Growth Monitor 2017'
- The Social Value Hub (www.socialvaluehub.org.uk)
- Manchester City Council 'Social Value Toolkit for Suppliers 2017'
- Nottingham City Council 'Procurement Strategy 2014 – 17'



Social Value and Inclusive Growth Rationale and Policy Document



**City of Bradford Metropolitan District Council
Social Value and Inclusive Growth Rationale and Policy Document**

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| | a. Monitoring Social Value outputs and outcomes |

1. Foreword

Councillor Susan Hinchcliffe
Leader of the Council

As a council we want to build a fairer and more inclusive district in which every resident has the opportunity to contribute to and share in economic growth. This new policy is one way of putting our own house in order in the council so that we can make sure that every penny we spend supports our wider economic goals to make sure that everyone in Bradford feels the benefits of success.

Bradford Council's Social Value Policy is, very simply, a policy document for how we intend to do more to support Bradford's local supply chain and its economy through our procurement activity. The policy will place a real value on those suppliers who can offer more than the core technical requirements of the contract for goods, works or services.

In short, we want to make the Bradford Pound go further. Alongside other progressive employers, we can be a standard bearer in building a local supply chain that is connected to its wider social responsibilities and which offers high-quality employment and training opportunities to local people, while delivering great value for money.

Local businesses have a real stake in the success of this district, so they can also enjoy the long-term benefits of investing in this place and its people. And the money spent with local businesses can help to stimulate further economic activity because much of that money is reinvested locally further down the line. Our local suppliers will be well placed to re-spend and invest the Bradford Pound in our local economy and to employ local people and give them the skills they need to enjoy successful working lives.

There is no contradiction between strengthening corporate social responsibility and getting best value; on the contrary we believe the two must go hand in hand. Public, private and third sector organisations that invest more in their local areas and workforce will reap the benefits from having a skilled, productive workforce.

The launch of this policy provides a template to show how we can all work together to achieve more social value in how we do business as a district. We have lots of great employers who truly value the place and its people. Whether it's through high-quality apprenticeships, sponsoring local community groups or building links with our schools, for example, there are lots of ways that businesses deliver wider social value. We want to spread that best practice. We will reach out to our public and private sector partners in the Bradford District to ask them to join us in our ambition

so that we can use our collective influence to do more business locally and for the benefit of the many, not the few.

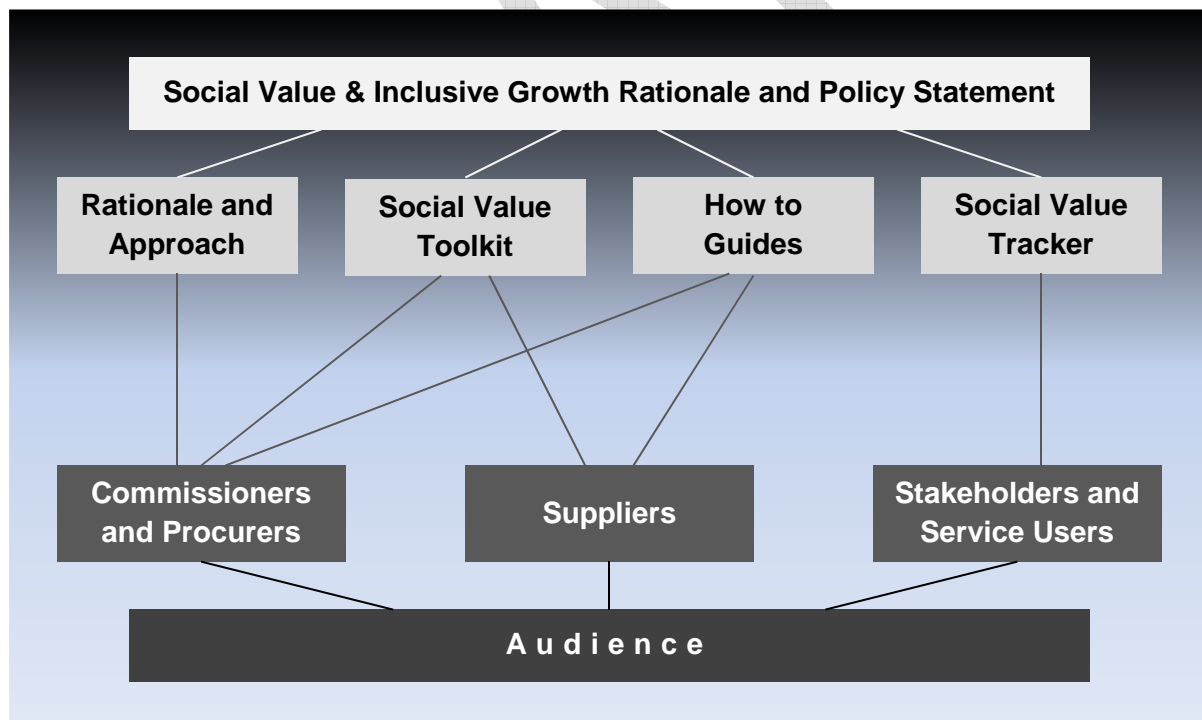
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2. Introduction and Acknowledgements

This Policy sets out for Commissioners, Procurers and the Council's Suppliers what the City of Bradford Metropolitan District Council is seeking to achieve for the residents and businesses of the Bradford District and the wider Leeds City Region economy by taking a reasonable, scalable and proportionate approach to securing Social Value to promote local economic benefit and realise Inclusive Growth from the contracts it procures, awards and manages.

The Council believes that all those involved in the cycle of establishing need, designing and specifying requirements, procuring contracts, supplier management and contract delivery, and the analysis and reporting of outputs and outcomes have an important role to play in securing Inclusive Growth benefits through Social Value for the Bradford District.

This Social Value and Inclusive Growth Rationale and Policy Document works in four sections setting out; the Council's Rationale and Approach, its Social Value Toolkit, a 'How to' Guide and Checklist, and a Tracker for reporting progress. It is acknowledged each section has a specific purpose and therefore its sections may hold particular relevance to groups within its overall audience.



The Council resolved to take a lead on Inclusive Growth at its meeting of the 21st of March 2017. Following this decision development of the Council's Social Value Policy has been led by a Steering Group providing direction, input and support, and a Reference Group that has delivered outputs against five primary objectives, to:

- Identify the current external position and review three examples of good practice.
- Undertake a review of historical annual spend over a three year period and establish a baseline for Bradford.
- Produce input to and recommendations on strategy and policy that reflect Bradford's ambition and intent.
- Formulate an implementation plan that will enable the required changes to strategy, policy and practice from April 2018.
- Identify two Bradford based organisations willing to develop a baseline and to look, in principle, to adopt the findings of the review.

This Policy is the summary of activity centred on these objectives by members of the Steering and Reference Groups including Elected Members and Council Officers, representatives from partner public sector organisations in the District, and the Voluntary and Private sectors of the local economy. In preparing this Policy the Council wishes to specifically acknowledge the input, support and constructive challenge it has received from:

Manchester City Council
 Nottingham City Council
 Hull City Council
 The University of Bradford
 NHS Bradford District CCG
 Bradford District Assembly VCS
 Bradford Trident
 Inspired Neighbourhoods
 Bradford Chamber of Commerce
 Cllr Alex Ross-Shaw, and

Colleagues from:

- Children's Services
- Health and Wellbeing
- Economic Development
- Office of the Chief Executive
- Finance & Procurement
- Legal Services
- ICT
- Building & Technical Services

The Council would also like to acknowledge the benefit coming from research and reports published by:

- The Centre for Local Economic Strategies
- The Joseph Rowntree Foundation
- The Good Economy
- The RSA
- The Social Value Hub

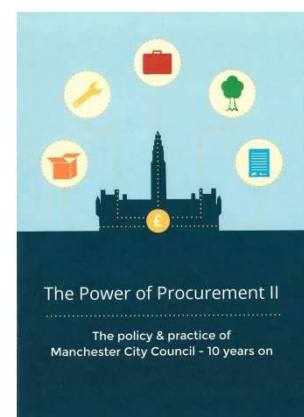
3. Purpose

Within an environment of reducing resource and rising demand there is a need for the Council, like all public bodies to find a better and more efficient way of identifying and responding to the needs of its citizens and stakeholders.

The Council aims to grow the Bradford economy and in doing so it will look to creatively use both its influence and its procurement approach to increase the capacity of Bradford's local supply market. Moreover it wishes to ensure that it maximises the potential to motivate its suppliers to promote and instil an ethos of Inclusive Growth so that economic activity has a beneficial impact that is spread across society. In short, every pound that the Council spends needs to do more than purchase high quality value for money supplies, services or works; it should in aggregate also be a lever for growth contributing to Bradford's economic resilience; colloquially this is referred to as the 'Bradford Pound'. With a supplier spend of £406m there is the potential for a 'big local' impact.



Research into the application of Social Value by other local authorities evidences meaningful benefits. For example Manchester City Council has increased its local spend from 52% to 74% (+22%), with supplier re-spend in the Manchester economy growing from 25p in the £ to 47p in the £. Manchester's top 300 suppliers also provided additional economic benefits of 1,481 new jobs, 262 apprenticeships, 20,638 hours of volunteering activity, 47,875 hours of support for the local VCS sector and 334 employment opportunities for 'hard to reach' individuals.



Although a hypothesis, similar results for Bradford would increase spend with local suppliers from £191m to £244m (+£45m) with nearly half of this amount (£21m) then being re-spent by suppliers in the Bradford economy (additional net effect of £66m), with the potential for similar pro-rata economic benefits.

In return the Council expects all its suppliers to adopt a high standard of ethical trade practices and to ensure the same throughout their supply chains. The application of this Policy provides the additional impetus for placing local and Inclusive Growth requirements upon the suppliers awarded the Council's contracts. This Policy is though flexible and scalable to the value, nature, duration and complexity of the contract that is being procured and relevant to all suppliers from micro SME to larger businesses, which have the potential to contribute to local growth.

As a Leader within the Bradford District and as an important voice within the Leeds City Region the Council will also proactively seek the support of its partners and regional anchor organisations to adopt the principles of this Policy to ensure the benefits of Inclusive Growth have maximum reach and impact.

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4. Background and Scope

At its meeting of Tuesday, 21 March 2017 the Council considered and resolved the following in relation to Inclusive Growth:

BRADFORD COUNCIL IS TAKING A LEAD ON INCLUSIVE GROWTH

Resolved-

This Council notes:

- *Bradford Council is playing a lead role in inclusive growth for our region, as demonstrated when we hosted the Inclusive Growth Commission's regional launch event on 6 March 2017*
- *It is crucial that everyone in the district gets the opportunity to contribute to and share in any economic growth*
- *We are committed to making inclusive growth principles integral to our own practices and in our influence with partners and third party organisations*

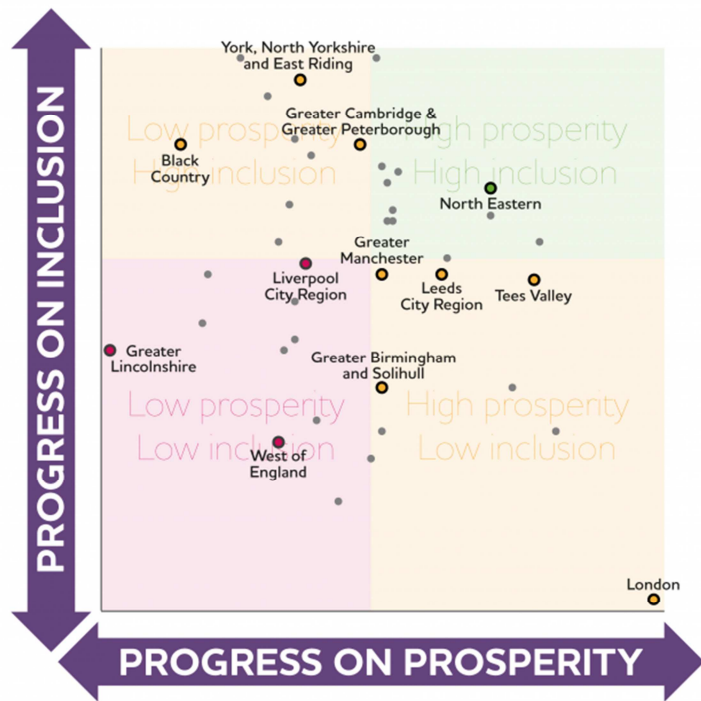
We resolve to:

- *Consider inclusive growth as part of the Council's Procurement Review*
- *Continue supporting employment and skills programmes such as SkillsHouse and encourage partners to get involved*
- *Work with private and third sector partners on a Business Covenant to promote strong corporate social responsibility throughout the Bradford District.*

Inclusive Growth is an increasingly used term, and the Council's development of this Policy has taken account of, and acknowledges the good work produced by organisations including the Centre for Local Economic Strategies, The Good Economy, the Royal Society of Arts, and the Joseph Rowntree Foundation.

Promoting Inclusive Growth through Social Value in public procurement means buying goods, works and services in a way that helps:

- Create jobs; tackles unemployment, under employment, or inactivity,
- Creates better jobs; a living wage, and secure employment contracts,
- Strengthens skills and employability,
- Builds cohesive and confident local communities,
- Contributes to wider economic and institutional transformation, and
- Lowers barriers to social mobility and inequality.



<https://www.jrf.org.uk/report/inclusive-growth-monitor-2017>

The extract from the Joseph Rowntree Foundation's Inclusive Growth Monitor 2017 (see left) shows that the Leeds City Region economy is a 'high prosperity' economy, comparing well to the majority of city regions, and that whilst currently classed as 'low' it is also close to becoming a 'high inclusion' economy.

Bradford's commitment to taking a lead on Inclusive Growth has the potential to make a difference in improving economic inclusion.

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5. Policy Context

The Bradford District Plan for 2016-2020 covers the priorities for the District and how the Council will work together with partner organisations, residents, businesses, communities and the voluntary sector to achieve shared aims.

The Plan was written collaboratively between the Bradford District Partnership (BDP) organisations and sets out how all members of the Partnership can do things differently, help communities to do more for themselves, work better across organisations and prevent rather than just respond to issues. It aims to draw on the resources and activity of local people, communities, businesses and organisations across the district and covers the five priorities for the District:

- 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

The Council believes there are clear links between the District priorities and the principles of Inclusive Growth, and is working with partners to develop an Economic Growth Strategy for the District based on building a more productive and inclusive economy.

In implementing its approach to Inclusive Growth the Council will make use of its obligations under the Public Services (Social Value) Act 2012.

The Public Services (Social Value) Act 2012, allows the Council like any other public body to consider the social, economic and environmental benefits of their approach to the procurement a public contract before the process commences. Specifically the Act works in three limbs; firstly there should be consideration of how what is being procured may be of benefit to the economic, environmental or social wellbeing of an area, secondly how such benefits might be secured, and finally whether it is necessary to consult on such proposals.

Whilst the Act is specifically applicable to 'over EU threshold' services contracts The Council holds that it is good practice to consider a scalable and proportionate application of the principles of Social Value to any contract of any value.

The Council will also make use of provisions expressly set out in the Public Contract Regulations 2015 to involve its service users, suppliers and potential suppliers in the commissioning phase of establishing need and identifying solutions. It will also consider how it can frame its contract opportunities to be accessible to Small and Medium sized Enterprises (SME) from both the private and voluntary sectors.

These enablers for Social Value are also identified in the Council's Procurement Strategy.

Web link??

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6. Social Value Definition

The Public Services (Social Value) Act does not define 'Social Value', the Act is intended to be flexible and allow choice over the type of the Social Value benefits that can be sought from commissioning and procurement activity.

The Social Value Hub (www.socialvaluehub.org.uk) provides a useful, brief and accurate definition of Social Value as:

'The benefit to the community from a commissioning / procurement process over and above the direct purchasing of goods, services and outcomes.'

The Council's ambition for the benefit to the community from commissioning and procurement processes is to facilitate and support an economic environment for Inclusive Growth.

7. Social Value Objectives for Inclusive Growth

Realising Inclusive Growth through the application of a Social Value Policy to the Council's contracts contributes towards the attraction of wealth, enhancing economic growth and addressing poverty.

Research by the Good Economy sets out in their position paper *'The Good Economy: A Better Future for Everyone'* that the principles of Inclusive Growth can be successfully fostered through their Four Pillars model of:

- Good Jobs providing Decent Living Standards,
- Business Dynamism backed by Inclusive Investing,
- Human Development enabled by access to Universal Services, and
- Social Cohesion through Democracy in the Community.

These pillars have resonance with local priorities; Business Dynamism (recognising the value of investing in the local economy), Good Jobs (raising both skills and employment opportunities), Human Development (including support for social care) and Social Cohesion (placing value on the contribution of the voluntary sector and the importance of environmental issues).

And, as such these principles can be easily aligned with the Council's Corporate Priorities:

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

- Safe, clean and active communities, and
- A well-run council, using all our resources to deliver our priorities

And in combination provide the framework for defining the Council's procurement objectives.

| Corporate Priority | Inclusive Growth / Good Economy Pillars | Procurement Objectives |
|---|---|---|
| Better skills, more good jobs and a growing economy | Business Dynamism; <i>Inclusive investment in sustainable growth and social impact</i> | <ul style="list-style-type: none"> • Establish a supplier base which has knowledge of local issues and priorities • Increased economic benefits for the Bradford District • Build a base of suppliers that are responsive and flexible to needs • Increased local spend |
| Decent homes that people can afford to live in | Good Jobs; <i>Decent living standards achieved through employment, jobs that pay decent wages and fulfil carer aspirations</i> | <ul style="list-style-type: none"> • Increase opportunities for good jobs and sustainable employment • Promotion of employment, training and skills opportunities |
| A great start and good schools for all our children | Human Development; <i>access to high quality public services, especially those with the highest needs</i> | <ul style="list-style-type: none"> • Procurement of quality and cost effective services that are safe and best meet need • Support the balance of innovation with evidence based approaches to identify solutions at an early stage • Support demand reduction for specialist services |
| Better health, better lives | | <ul style="list-style-type: none"> • Reduction of the District's carbon footprint through reduced consumption of natural resources |
| Safe, clean and active communities | | <ul style="list-style-type: none"> • Support the delivery of budget savings and maximising of efficiencies • A supplier base that invests in Bradford's communities |
| A well-run council, using all our resources to deliver our priorities | Social Cohesion; <i>social mobility and vibrant civic communities</i> | |

8. Social Value Toolkit

The toolkit section of the Council's Social Value Policy outlines and provides guidance for implementing Social Value for:

- **Commissioners** at the outset of a cycle of identifying need and suitable solutions,
- **Procurers and Buyers** as requirements are specified and the market invited to respond, and
- **Suppliers** when preparing their bids for Council contracts and then also how their Social Value contributions will be monitored through supplier and contract management activities.

Commissioners; the attributes of a good commissioner includes; a detailed knowledge of the subject matter of what is being commissioned, an ability to undertake constructive challenge and to be innovative in scoping contracts over re-procuring 'more of the same'. To ensure effective integration of this Social Value Policy into the Council's commissioning activity, and spending the 'Bradford Pound' well, with the most beneficial results processes shall include:

- Cross-departmental working between commissioners, procurers and economic development teams so that the maximum impact from the Council's Social Value Policy and Inclusive Growth Policy are designed into, and become integral parts of the commissioning process to strengthen the local economy and obtain the best value for the 'Bradford Pound'.
- Close working with Procurers and Category Managers, and Economic Development staff as necessary to build a detailed understanding of the local supply base for Council contracts. This can include an ongoing review of the number of suppliers from the Bradford District that are registered on YORtender, and; targeting bid writing engagement sessions with those suppliers that have either never bid for Council contracts, or those that have so far been unsuccessful in bidding.
- Innovation through supplier and user involvement in the commissioning process by actively allowing for both preliminary market consultation, and the prior involvement of candidates or tenderers. This can be through specific, targeted (and documented) discussions or through wider 'meet the buyer' type events. This will be facilitated through use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation.
- Make practical use of the obligations set out in the Council's Contracts Standing Orders to seek quotes from local suppliers for contracts with an estimated value of less than £100k, and record in writing why it has not been possible to seek quotes from local suppliers.
- Considering both the type and amount of Inclusive Growth Social Value that is proportional and in scale with the contract opportunity. The type of Social Value that the Council is seeking from its contracts is set out, and will be

selected from the following table. Selection will be through documented and therefore transparent discussion(s) between Commissioner, Service User, Supplier or Potential Supplier, and Procurer as appropriate.

The square brackets [] in the following table allow for commissioners and procurers to set reasonable (proportionate) Social Value requirements in tender documents for the Council's procurements. Bidders' responses will be evaluated by assessment of how close their proposal comes to meeting the Council's requirements; i.e. a proposal that fully meets requirements scores full marks with lesser proposals proportionally scoring fewer points, with no additional marks being available for offering to over-achieve against the Council's Social Value requirements.

| Procurement Objective | | Social Value Requirement |
|--------------------------|--|--|
| Business Dynamism | Establish a supplier base which has knowledge of local issues and priorities | <ul style="list-style-type: none"> • Work towards paying staff the [] Living Wage within two years of being awarded a contract. • Increase the rates of pay for the lowest paid staff by []% within two years of being awarded a contract. • Improve the skills levels of existing staff by training []% of the workforce to Level [2 / 3 / 4] • Reduce average sickness absence by []% through an improved health, wellbeing and support package for staff. |
| | Increased economic benefits for the Bradford District | <ul style="list-style-type: none"> • Support [] number of Bradford new business start-ups by running practical workshops with enterprise clubs. |
| | Build a base of suppliers that are responsive and flexible to needs | <ul style="list-style-type: none"> • Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities with [] weeks of the contract start date. |
| | Increased local spend | <ul style="list-style-type: none"> • Support the Bradford local economy by spending []% of total expenditure in the local supply chain. • Support the local supply chain by spending []% of total expenditure in the Leeds City Region |
| Good Jobs | Increase opportunities for good jobs and sustainable employment | <ul style="list-style-type: none"> • Create [] number new jobs in the Bradford local economy. • Create [] number of traineeships and, or apprenticeships for Bradford local residents. • Create [] number skills enhancement opportunities for local Bradford young people (especially those from whom the Council is their Corporate Parent), school leavers or the long term unemployed. |
| | Promotion of employment, training and skills opportunities | <ul style="list-style-type: none"> • Provide [] number of days meaningful work experience for Bradford local residents. • Support [] number of Bradford people back to work by providing career mentoring for job clubs, including mock interviews, CV advice, and careers guidance. • Support Bradford young people into work by delivering employability support (e.g. CV advice, mock interviews, careers guidance) to [] number of school and college students. • Employ [] number of Bradford ex-offenders (or other group of people who typically face additional challenges in competing in the labour market). |

| Procurement Objective | | Social Value Requirement |
|-----------------------|--|---|
| Human Development | Procurement of quality and cost effective services that are safe and best meet need | <ul style="list-style-type: none"> Commit [] hours resource to working with service users, commissioners, contract managers and the sector to identify proposals for alternative methods of service delivery and contract performance. |
| | Support the balance of innovation with evidence based approaches to identify solutions at an early stage | <ul style="list-style-type: none"> Support prevention by running education and publicity campaigns with specific targets. Support [] number of staff, residents or service users to stop smoking, increase their physical activity, or access money advice. |
| | Support demand reduction for specialist services | <ul style="list-style-type: none"> []% of service users supported to self help. Coordinate and run a Bradford befriending scheme to reduce social isolation, and prevent the consequences of social isolation for [] older people. |
| Social Cohesion | Reduction of the District's carbon footprint through reduced consumption of natural resources | <ul style="list-style-type: none"> Reduce the amount of waste generated by []% compared to the year prior to the award of the contract. Reduce the amount of waste sent to landfill by []% compared to the year prior to the award of the contract. Reduce carbon emissions by []% over the duration of the contract. Reduce energy and water consumptions by []% over the duration of the contract. Increase the use of renewable, or community generated energy as a proportion of total energy consumption by []% over the duration of the contract (without increasing overall energy consumption). Support [] number of Bradford households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel poverty and contributing to climate change goals. |
| | Support the delivery of budget savings and maximising of efficiencies | <ul style="list-style-type: none"> []% spend disinvested from acute interventions and reinvested in prevention. |
| | A supplier base that invests in Bradford's communities. | <ul style="list-style-type: none"> Contribute [] number of hours of business planning support, financial advice, legal advice, or HR advice to Bradford voluntary organisations through an Employer Supported Volunteering scheme. Provide [] hours volunteering to support Bradford based community projects and activities. Provide facilities or resources (human or materials) for use by, or to support Bradford community and voluntary organisations for [] hours per year. Work with community and voluntary organisations in Bradford to create [] number of new volunteering opportunities in the Bradford District. Support Bradford local community and voluntary organisations through the supply chain by spending []% with community and voluntary organisations in the Bradford District. |

Procurers and Buyers; a well run procurement exercise will be contingent upon a quality commissioning process. To maintain that quality the procurement of a public contract must be contained in a process that is open, transparent and proportionate in its processes, and performed in a non-discriminatory way to secure the optimal combination of cost and quality, i.e. value for money for the Council. The

introduction of a Social Value component into the traditional balance of cost and quality should not run counter to these principles. When applied correctly a Policy will enhance the Council's evaluation of the tenders it receives by legitimately taking into account wider economic, social or environmental considerations.

To ensure the successful integration of Social Value into the Council's procurement activity processes shall include the following:

- Designing tender processes that are accessible and encourage a variety of potential suppliers to bid for the Council's contracts. The Council will do this by;
 - Building on the detailed understanding of the local supply market established at the commissioning stage and actively seeking to engage local businesses in tender competitions through 'meet the buyer events', raising awareness of the Council's procurement processes and supporting non-tender specific bid writing training.
 - Continuous evaluation of its tender documents and online processes to ensure that preparing and submitting a bid is as simple and efficient a process as possible for bidders (whilst maintaining a quality, core standard of legal compliance),
 - Publishing and maintaining a forward plan of planned procurements on the Council's website, and making use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation,
 - Through only asking the minimum, proportionate number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract (good practice would be no more than five questions, other than in exceptional circumstances), and
 - Application of the positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid), and in accordance with Regulation 58(9) ensure the minimum financial turnover required does not exceed twice the estimated contract value.

Suppliers and Supplier Management; whilst not mandated the Council encourages and welcomes its suppliers to adopt the following standards and to also encourage the same in their supply chain:

- That the Council's suppliers commit to upholding high standards of moral and ethical employment across their workforce, and expect the same from their supply chains.
- That there will be rigorous implementation and adherence to Health and Safety standards and legislation, and provision of '21st Century' welfare facilities for all workers.

- Apprenticeships are actively promoted especially where this will provide opportunity for the most disadvantaged people in our society.
- That all staff will be paid and treated fairly with, as appropriate, provisions to include paid holidays, a sickness benefit scheme, pension, accident compensation and a death in service scheme.
- That temporary workers are employed through agencies upholding the highest standards of ethical behaviour, compliance and quality of service.
- That collaboratively Employers, Trade Unions and industry specialists play a vital role in creating safe and productive work places.
- There shall be equality and opportunity for all and that there will be no place for 'blacklisting'.
- That the environmental impacts of a suppliers business activities shall be minimised.
- That the District's business premises and sites will be clean, well managed 'good neighbours'.

All suppliers who have committed to the delivery of Social Value objectives through a Council contract will be required to submit a quarterly report to evidence the progress made against their objectives. The Council will sample and audit a number of supplier reports for assurance that the information provided is accurate.

In return the Council's offer to its suppliers and local businesses includes:

- Seeking to encourage local businesses to engage in tenders for Council contracts through publishing a forward plan of tender opportunities and where appropriate offering pre-tender 'meet the buyer' local market engagement sessions.
- Promoting this Policy as a tool for increasing the participation of local businesses in tenders for Council contracts, with the aspiration of making the most of opportunities to spend locally and seek the maximum beneficial return for the 'Bradford Pound'.
- Asking the Council's suppliers to make use of the District's potential local supply chain.
- Paying all of its suppliers promptly, and expect the same for payment within the supply chain.
- Acting ethically and fairly in the procurement and management of Council contracts.
- Realising the value of making appropriate beneficial use of the 'Council as a Client' in marketing collateral.
- Participation in economic development and growth programmes, inward investment programmes, enterprise coaching and advice on securing external funding.

9. Social Value 'How to' Guide and Checklist

The application of Social Value criteria to the Council's contract opportunities is proportionate and scalable and will follow the financial thresholds set out in the Council's Contracts Standing Orders. (The Policy will be reviewed if and when the relevant sections of Contracts Standing Orders are revised).

- Applying Social Value to the procurement of contracts in scalable and proportionate way;
 - For contracts with an estimated value of less than £25k the application of Social Value is optional, and at the discretion of the Authorised Officer.
 - For contracts with an estimated value between £25k and £100k the Authorised Officer must apply at least two of the Council's Social Value Requirements, with at least one Business Dynamism or Good Jobs Objectives Sets. (The [] sections of the objectives shall be completed in consultation with the Council's Finance and Procurement Team, or the Employment and Skills Team as appropriate).
 - For contracts with an estimated value greater than £100k the Authorised Officer must apply at least one objective from each of the Social Value Requirements Objectives Sets (Business Dynamism, Good Jobs, Human Development and Social Cohesion). (The [] sections of the objectives shall be completed in consultation with the Council's Finance and Procurement Team, or the Employment and Skills Team as appropriate).
 - For contracts with an estimated value greater than the relevant EU threshold (currently £164k for supplies and services, £4.1m for works, and £589k for specific Light Touch Regime contracts), and with a duration of more than two years the Authorised Officer must consider the application of either the requirement to create [] new jobs, [] traineeships and, or apprenticeships in the local economy, or [] skills opportunities for young people, school leavers or the long term unemployed in consultation with the Employment and Skills Team.
 - Frameworks will require commissioners and procurers to identify suitable Social Value criteria from the Council's agreed list, taking account of framework value and duration, and set these out in tender documents. However it will be necessary to consider whether; it is more suitable to seek proposals from bidders when advertising the framework opportunity (for example a large single supplier framework for goods), or at call-off stage.

In 2016/17 the Council published 389 contract opportunities on YORtender, of which 222 were worth more than £25k; with the total spend with its suppliers as follows. On this basis, once embedded the Council's Social Value Policy could have significant potential to seek Inclusive Growth benefits from the Council's contracts.

| | Number of Suppliers | Total Aggregate Spend* |
|-------------------------------------|----------------------------|-------------------------------|
| Suppliers paid <£25k | 3,479 | £18,943,678 |
| Suppliers paid £25k to £100k | 617 | £30,342,979 |
| Suppliers paid >£100k | 590 | £344,298,545 |
| | 4,666 | £393,585,202 |

** Excluding direct Social Care payments*

Social Value shall be worth 10% of the overall marks available in the evaluation of bids for Council contracts. Each Social Value objective set as part of the Council's contract award criteria shall be assessed using the evaluation criterion set out in the Council's template procurement documents. A minimum score for Social Value, applied on a pass / fail basis must not be required as part of the evaluation process.

The Council's Social Value Policy will be reviewed annually taking account of revisions to the Council's Contracts Standing Orders and also provide the opportunity for the review and possible revision of the content of the Council's Policy.

The following checklist must be completed by, on behalf of an Authorised Officer before uploading a tender for a contract with an estimated value of more than £100k to YORtender.

| | | |
|----|---|--|
| 1. | There has been cross-departmental working between commissioners, procurers and economic development teams to consider the maximum impact from the Council's Social Value Policy and Inclusive Growth Policy that can be achieved through this contract. | |
| 2. | The potential for innovation in contract delivery through preliminary market consultation, and the prior involvement of candidates or tenderers has been considered and, undertaken and documented as necessary in accordance with Regulations 40 and 41 of the Public Contracts Regulations 2015. | |
| 3. | There has been a documented assessment of the potential local supply base. | |
| 4. | The type of Social Value that the Council is seeking from this contract has been selected from the Council's Social Value objects, and as appropriate considered through transparent, documented discussion(s) between Commissioner, Service User, Supplier or Potential Supplier, and Procurer. | |
| 5. | The minimum necessary number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract have been asked in the tender documents (no more than five questions, other than in exceptional circumstances). | |
| 6. | The positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid) has been considered. | |
| 7. | In accordance with Regulation 58(9) of the Public Contracts Regulations the minimum financial turnover required from a supplier does not exceed twice the estimated contract value. | |
| 8. | For contracts with an estimated value greater than £100k the Authorised Officer has applied at least one objective from each of the Social Value Requirements Objectives Sets (Business Dynamism, Good Jobs, Human Development and Social Cohesion). | |
| 9. | For contracts with an estimated value greater than the relevant EU threshold, and with a duration of more than two years the Authorised Officer has applied either the requirement to create [] new jobs, [] traineeships and, or apprenticeships in the local economy, or [] skills opportunities for young people, school leavers or the long term unemployed. | |

For contracts with an estimated value of less than £100k the Authorised Officer should maintain suitable written records to show that:

- Where practical quotes will be sought from local suppliers.
- For contracts with an estimated value of less than £25k the application of Social Value was considered by the Authorised Officer.
- For contracts with an estimated value between £25k and £100k the Authorised Officer has applied at least two of the Council's Social Value Requirements, with at least one Business Dynamism or Good Jobs Objectives Sets.

10. Reporting

The Social Value and Inclusive Growth benefits secured through this policy shall be reported in the Well Run Council part of the Council Plan.

Currently the Council tracks its supplier spend as follows, and has the aspiration to develop this profile through the promotion of Inclusive Growth and providing opportunities for local business to maximise the impact of the 'Bradford Pound':

| | Total Spend | Local Spend (Bradford District) | SME Spend | Local SME Spend |
|-------------------------|-------------|------------------------------------|----------------|-----------------|
| 2016/17 | £406m | 47% £191m | 72% £294m | 39% £160m |
| 5 year goal (est. £) | - | >60% (£244m) | 75% (£305m) | >50% (£203m) |

In addition to existing indicators for % of expenditure spent locally, % of expenditure spent regionally, % of expenditure spent with SME suppliers, and % of expenditure spent with VCS suppliers, additional indicators shall include:

- Number of contracts securing Social Value
- Jobs created in the Bradford District
- Apprenticeships and training opportunities created in the Bradford District
- Hours of community volunteering
- Hours of support for the voluntary and community sector
- Employment opportunities for 'hard to reach' individuals

A summary of the Social Value secured through the award or extension of a contract worth more than £100k must be included in the Leader's Briefing / Regulation 84 Report submitted to Finance and Procurement.

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

AJ

Subject:

Proposed Financial Plan updated 2018/19 to 2020/21

Summary statement:

This report sets out

- update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2018/19 and 2019/20
- revised indicative budget plans to 2020/21, to allow the further development of spending proposals to keep the Council effective and financially sustainable

Stuart McKinnon-Evans
Strategic Director – Corporate Services

Portfolio: Leader of Council

Report Contact: Tom Caselton
Phone: (01274) 434472
E-mail: tom.caselton@bradford.gov.uk

Overview & Scrutiny Area:
Corporate

1. SUMMARY

This report sets out

- update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2018/19 and 2019/20
- revised indicative budget plans to 2020/21, to allow the further development of spending proposals to keep the Council effective and financially sustainable

2. BACKGROUND

During 2016, the Council embarked on an exercise to develop a financial plan to show how the forecast revenue budget deficit over four years would be closed. The plan was borne out of an extensive process of outcome-led planning, which focussed on the level of investment the Council intends to make in the activities and services which are most effective in delivering the Council's priorities.

As stated in the Medium Term Financial Strategy (MTFS) local government continues to face various challenges amidst a backdrop of uncertainty. As such, the four year plan needs to be monitored and action taken to reflect changes to the forecast position. The MTFS forecast a financial gap of £12.4m in 2018/19 rising to £20.1m in 2019/20 and a potential gap of £45.8m by 2023/24.

This report makes detailed proposals for refreshing the 2018/19 position and sets out the detailed plans for 2019/20.

For 2020/21 it indicates the level of affordable spending on Council priorities, and signals the need for continuing engagement with stakeholders in developing plans and proposals for those years.

3. MAIN MESSAGES

Since 2010, the Council has approved £255.8m of budget savings, and has invested £48.0m into priority areas largely to help cover the impact of demographic growth.

This report is the refresh of the financial component of the Council Plan 2016 to 2020 and aligns resources with priorities.

Social care in both adults and children's experience continuing pressure which has necessitated adjustments to the financial plan set in February 2017. These changes are detailed in Appendix G, but the key message is spend on social care must be contained within the financial envelopes set otherwise there will need to be a severe curtailment of other services. The Chancellor's Autumn Budget 2017 was silent on the pressures facing social care.

In addition, there are savings for 2019/20 that are a continuation of 2018/19 proposals approved by Budget Council in February 2017 totalling £14.8m as set out in Appendix F.

Due to new emerging pressures and changes to funding assumptions necessitating targeted investment outlined in Appendix C and D, an emerging gap has required further new savings proposals totalling £2.8m over the two years (2018/19 £1.6m, 2019/20 £1.2m). These are set out in Appendix E(i).

The report also incorporates the recent proposals around Prevention and Early Help which are contained in the report to the Executive Document AC – 7th November 2017 and these are subject to a separate consultation that concludes on 12th February 2018.

The report also shows the forecast position for 2020/21 where there are indicative savings required of £37.5m. The Council signed up to a four year settlement that guaranteed the level of Revenue Support Grant up to and including 2019/20 but the Council desperately needs some certainty on the future of local government funding in order to make considered decisions on the allocation of future resources to the Council Plan priority outcomes.

The budget savings requirement outlined are after an assumed increase in Council Tax of 4.99%¹ in 2018/19 (equivalent to £62.76 on a Band D property) with 1.99% of further increases for 2019/20 and 2020/21, and after the assumed implementation of a Council Tax Reduction scheme raising a net £3.4m on a recurring basis. (see section 5.11 for further details)

In total this financial plan incorporates savings of £30.7m over the two years 2018/19 (£7.1m) and 2019/20 (£23.6m).

4. NATIONAL CONTEXT AND IMPACT ON BRADFORD

4.1 Autumn Budget

The Council submitted a response to HM Treasury on the Autumn Budget. The Chancellor's Autumn Budget published on 22nd November has set out the fiscal policy direction of central government which aims to continue lowering public debt against a lowering of the forecast productivity growth and GDP growth. There was very little in respect of local government finance in the budget and no indication of the future of local government finance once the current four year funding agreements end in March 2020.

The reductions in future GDP growth impacts on future public sector debt levels and the level of public sector expenditure. The current Spending Review runs up to and includes 2019/20.

The key message is that there were no further cuts announced to local government funding but neither were there any new funds to tackle the growing demands and pressures.

4.2 Business Rate Reform

As reported previously the government was undertaking work on reforming business rates. This work consisted of three streams:

¹ The 4.99% increase in Council Tax in 2018/19 is inclusive of a 3% Adult Social Care precept. It is currently unclear if local authorities with Adult Social Care responsibilities will be able to raise income through a Social Care precept from 2019/20 onwards.

- Fundamental Review of Relative Need
- Reset of the Business Rates Baseline
- 100% rates retention

The Local Government Finance Bill fell on the dissolution of Parliament before the general election and did not feature in the June 2017 Queen's Speech. There are now strong indications that the Fundamental Review of Relative Need (or Fair Funding Formula) is being worked on with a possible implementation date from April 2021.

Similarly, there are suggestions that whilst the move to 100% business rate retention is unlikely during this parliament there could be a move to say 75% rates retention without the need for primary legislation.

Given the inherent uncertainty about the final outcome and timing of these reforms this financial plan has made no assumptions on the impact of any business rates reforms on the Council.

4.3 National Living Wage and Apprenticeship Levy

The impact of the National Living Wage is still being felt both on the Council pay bill and from the supply chain, especially in social care. Also the Apprenticeship levy has added a further £1m to the costs for the Council.

4.4 Adult and Children Social Care Pressures

As widely reported, Adult Social Care costs are causing significant financial pressures to Local Authorities across the country, particularly linked to learning disability services for working age adults.

Children's Social Care costs are also increasing nationally, linked largely to increasing numbers of looked after children and children requiring support. This is being mirrored in Bradford and as set out in section 5.3 and Appendix G (ii).

4.5 Public Sector Pay Cap

There has been widespread talk about a potential lifting of the public sector pay cap for police and NHS. There has also been a discretionary 1% pay award for Teachers on the main pay scales in the 2017 pay settlement for Teachers, where the decision will be taken locally and funded from within existing school budgets. Lifting the public sector pay cap for local government is still uncertain but each 1% increase in the Council pay bill will add £2.2m to the costs of the Council. This financial plan only assumes a 1% pay rise p.a.

The Full Council on Tuesday 17th October 2017 passed a motion supporting local government workers in Bradford calling on the government to fund fairer pay. In particular written representations were made to the Prime Minister and Chancellor supporting the NJC pay claim and seeking the additional resources needed to fund a decent pay rise and spine review. No responses to those written representations have been received.

The HM Treasury Autumn Budget 2017 briefing on public sector pay states "Local authority pay is determined by Local Government". It is safe to assume in this financial

plan that there will be no additional funding towards a local government pay award.

4.6 Four year settlement

The Council agreed with DCLG a four year settlement that covers the years 2018/19 and 2019/20 in relation to the amount of Revenue Support Grant (RSG) the Council will receive. This agreement was always subject to change if exceptional circumstances arose and also there is no certainty yet on local government funding beyond April 2020.

4.7 Local Government Settlement

Notwithstanding the four year settlement, RSG only covers a portion of the income from central government and the local government settlement that follows the Autumn Budget may necessitate a revision to this financial plan.

4.8 New Homes Bonus

The actual baseline for 2018-19 will not be announced until the provisional settlement, and there is no indication of the level at which it will be set. The government consulted on further changes to the New Homes Bonus scheme (NHB) that may result in councils being penalised for successful planning appeals or not having an adequate Local Development Plan in place. The New Homes Bonus contained in this financial plan is based on a dead-weight of 0.4% and forecast growth in Band D equivalent properties.

5. LOCAL CONTEXT

5.1 Local Context: Aligning Resources to Priorities & Performance

As the Council has repeatedly signalled over preceding years, the financial pressures arising from reducing budgets, increasing demand and rising costs mean that some areas of activity will no longer be viable in their current form. Some will have to be scaled back or cease entirely. Even priority activities will see budget reductions and will have to be run differently.

Under these circumstances, resources must be targeted increasingly on the activities, areas and people where investment will make the biggest difference to the District's future well being and prosperity. The Financial Plan is therefore aligned to the priority outcomes and activities identified in the Bradford District and Council Plans which are summarised in Fig. 1. This approach is consistent with previous years and progress across priority outcomes is summarised below.

Figure 1: Bradford Council Plan on a Page 2016 -2020

Our priorities – what we are working on

 **Better skills, more good jobs and a growing economy**

- Businesses starting up, growing and investing in Bradford District
- Getting the right infrastructure
- Letting everyone know Bradford is a great place to live, work, play and invest
- A skilled and flexible workforce in our district

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

 **Decent homes that people can afford to live in**

- Increasing the number of homes to meet the rising demand for housing
- Decent, safe homes that are appropriate for people’s needs
- Support for people in most housing need

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

 **A great start and good schools for all our children**

- Children starting school ready to learn
- Children achieving well at school
- Young people leaving school ready for life and work

“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.”

 **Better health, better lives**

- Healthy lifestyles – focusing on prevention and early intervention
- Creating choice and control
- Joining up services
- Safeguarding children and adults

“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.”

 **Safe, clean and active communities**

- Supporting communities
- Building safe communities
- Help maintain an attractive and welcoming environment

“We want everyone to live in communities where people feel happy and safe, and which they are proud to call home.”

 **A well-run council, using all our resources to deliver our priorities**

- Use all our resources wisely
- Work in partnership
- Make sure we are well governed, accountable and legally compliant

“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.”

Extract from Council Plan on a Page 2016 - 2020

In relation to the performance on these outcomes the broad direction of travel is outlined below.

5.2 A Great Start and Good Schools for All Our Children.

In the UK’s youngest city nothing is more important than ensuring that all our children and young people have the chance to achieve their potential.

Recent years have seen progress being made with educational attainment improving at each stage from early years through Key Stages (KS) 1 to 5.

New figures show that Bradford’s schools are among the most improved in the country. Bradford’s Progress 8 score, which measures the progress children make

between the end of primary school and the end of secondary school, is significantly better in 2017 than last year. The district is the fourth most improved area in the country for progress made by secondary pupils.

Nevertheless, attainment remains below national averages as does the percentage of children in good or outstanding schools.

In response, the Council has been working with schools to drive improvements and investing to attract and retain teachers. Over the last two years more than 200 primary teachers have been recruited as part of a Council funded campaign. The programme is set to expand to the Secondary sector.

The Council is also promoting Bradford's Education Covenant which spells out what everyone from schools, pupils and families to businesses, public services and communities can do to help young people to succeed in life and keep education a top priority.

Designation as a national Opportunity Area will improve further the prospects of young people and the quality of education and opportunities that they can access.

While the proportion of young people (16-18) who are not in employment education or training is below average, claimant unemployment rates among 16-24 year olds are improving but remain relatively high. Council and partner investment in the nationally recognised Get Bradford Working programme which targets young and disadvantaged people has supported 3,000 people into work; external funding has been secured to continue the programme.

The Council has ambitions to reach a target of around 5.0% of its workforce to be apprentices with associated plans to utilise the £1m Apprenticeships Levy to fund their training costs.

5.3 Better Health, Better Lives

General trends in health and life expectancy in the District are improving however, on key measures such as life expectancy Bradford is significantly below the national average and has wide disparities within the District itself. In this context managing on-going reductions in public health grants, while continuing to improve outcomes is challenging. It reduces our ability to invest in prevention and early intervention and requires highly targeted interventions and changes in the type of services commissioned, their scale and who they are commissioned from.

Bradford is experiencing population growth at either end of the age spectrum, among both young and old. This is leading to increasing pressure on services, in particular on social care. Caring for and safeguarding vulnerable children and adults accounts for around 45% of net Council spending; meeting these costs inevitably limits the resources available for investment in other services and activities that promote health and well being.

Social Care. Demand pressures on adult social care have long been recognised as a critical national issue and pressures on children's social care are now emerging as an issue of similar scale.

Children's Social Care. Bradford performs well in terms of the proportion of children in care with a rate of 67 Looked After Children per 10,000 compared to 78 in comparable authorities. However we are seeing numbers increase rapidly with more complex and expensive cases which, along with above average rates of children and young people with disabilities, is placing significant pressure on budgets.

Over £2m additional funding has been allocated to this area in the Council's last two budgets and a further £625,000 a year over the next three years is proposed in order to respond to demographic trends.

An additional investment of £300,000 a year is proposed in order to continue work to tackle Child Sexual Exploitation.

Adult Social Care. Bradford performs well on some key indicators of social care with low numbers of delayed transfers of care from hospital placing it among the best nationally; long term support needs for older people met by residential and social nursing care homes is the best in the region and high proportions of adults with learning disabilities live independently.

However rising demand and costs are placing services and performance under increasing pressure. One of the key pressures is in learning disabilities for working age adults where costs are rising in line with national trends.

Locally the central objective of Adult Social Care demand management for older people centres around the Home First strategy which aims to keep people living in their own homes and in the community as long as possible to promote independence and wellbeing rather than a default position of residential or nursing care. Clearly the needs of the individual come first and placements will be made in residential or nursing settings when required. However, this strategy does mean that the cost of homecare services will increase so the previous budget proposal (3A2) to reduce the cost of homecare services by £1.5m is being withdrawn. (Appendix G (ii).

Since 2010 the Council has allocated over £40m in additional support for Adult Social Care. This budget proposes a further £3m a year over the next three years to meet demographic growth. The proposed Adult Social Care Precept on Council tax will also raise a further £5.3m.

The scale and pace of increasing demand for both children's and adults social care is such that costs are likely to exceed the provisions made in the budget. The Council, in its submission to the Government's Autumn Budget, made the case for additional resources to meet the social care funding gap and to support prevention and early interventions that help reduce longer term costs. No additional money has been forthcoming from the Autumn Budget 2017.

5.4 Better Skills, More Good Jobs and a Growing Economy

A growing and inclusive economy offering opportunities to all is the key to the District's future prosperity and well being and to sustaining our ability to pay for good public services.

Our local economy is big and growing, worth £9.5 billion, with over 17,000 businesses and an expanding visitor economy worth £615m. The numbers of highly qualified people are increasing and employment rates are rising. However we need more jobs, higher productivity, higher levels of skills and improved infrastructure.

The Council is playing its part in supporting the delivery of new jobs and is on track to meet its current targets. Connecting more people to opportunity and employment is central to our approach. For example, our five year programme to build capacity in anchor organisations in our most deprived communities is delivering innovative projects that further engage women in the labour market.

The Council has made significant investments in recent years in improved public realm, city centre regeneration, support for advanced manufacturing and with partners in delivering state of the art digital industries. Working with regional partners, we have secured new rail stations at Apperley Bridge and Low Moor and resources for vital road improvements in Keighley.

Our ability to compete with other cities and regions not just nationally but across the world, will be critical to our success. We are working hard to attract new jobs and investment by positioning and marketing Bradford District as a place to live, work, visit and invest in and by collaborating with partners across the region and with Government to secure the resources needed to improve economic infrastructure and an investment pipeline of projects for example, a high speed rail stop in Bradford.

This financial plan proposes the allocation of resources to help to realise our ambitions for economic growth, secure inward investment and sustain the Council's revenue base. Key components of the plan for growth are support for housing delivery, site development and business rates growth, promotion of the District's offer to investors and a fund to invest in income-generating assets.

These investments will support the expansion of the Council's revenue base enabling it to sustain valued services and improve outcomes in a way that is aligned with the economic strategy and that delivers social value.

A vibrant and attractive cultural offer is critical to our plans for growth and the proposed plan creates capacity for additional capital financing to support cultural and economic infrastructure.

5.5 Decent Homes That People Can Afford to Live In

The District requires significant numbers of new homes in order to meet demand. While overall housing stock has been increasing and Bradford is a high performer in terms of bringing empty homes back into use – although rates remain above average – a rapid acceleration in supply is needed. With the Local Plan now agreed, priority areas for investment and growth include the canal road corridor and the city centre.

Increasing the delivery of new homes not only helps to meet housing need and stimulate economic growth but can also increase Council revenue by increasing the numbers of households paying Council tax. Support for housing delivery is therefore

a key component in the targeted plan to deliver growth as outlined in section 5.4.

Alongside building new homes to meet the needs of a growing population we need to ensure existing stock (mainly private sector stock) is safe and of good standard and the Council teams within Housing Standards, Private Sector Lettings and Empty Homes work closely with landlords to try and drive up standards. Bradford's legacy of a high proportion pre-1919 stock makes the task challenging.

Council resources are used to best effect to prevent and tackle homelessness. This continues to pose serious challenges to the Council but new ways of addressing this are being explored.

5.6 Safe Clean and Active Communities.

Bradford District is home to around 1,500 community groups and 100,000 active citizens who collectively represent one of our most significant assets. The Council has long worked closely in partnership with our communities to deliver good outcomes across the District and this continues to be the case for example, through the People Can initiative. Working collaboratively with communities is becoming an increasingly important part of the approach to dealing with diminishing financial resources. We are for example, seeing more and more people helping out to deliver services in their neighbourhoods and to take control of local assets through our Community Asset Transfer programme.

Waste and recycling are among the most highly valued universal services that the Council provides. Kerb side recycling rates have been improving and look set to increase further following the successful introduction of alternate weekly collections. In order to maintain the quality and coverage of services the Financial Plan proposes investment of £3m to deal with increasing disposal costs and pay for improvements to the waste collection fleet of vehicles.

5.7 A Well Run Council

The financial environment continues to demand that savings are identified and delivered and the Council seeks to ensure that all its resources are used effectively and that it identifies opportunities for innovation and creative collaboration with partners, business and communities so that together we can maximise the impact of all of the District's assets on priority outcomes.

Those assets are significant: a young, creative and entrepreneurial population; innovative businesses; a collaborative and pioneering local state; a significant cultural offer and active, vibrant communities. Working together we can achieve far more than we can working alone and building strong and mature partnerships is central to future delivery.

The Council's leadership and influence across and beyond the District will assume increasing importance in delivering improvements in quality of life, holding others to account while supporting them to succeed and attracting investment to generate inclusive economic growth.

We will work to promote the District to external partners, investors and the talented people that we want to live and work here as an attractive place where ambition,

fairness and opportunity are valued, culture celebrated and effort and enterprise rewarded.

5.8 Planned Spend by Outcome

The table below illustrates the rolling two year budget by Outcome for 2018/19 and 2019/20 and the indicative final year of the four year plan.

Table 1a - Planned Gross Spending by Outcome

| | Current Gross 2017/18 £m | Proposed for Consultation 2018/19 £m | 2019/20 £m | Indicative for Further Development 2020/21† £m |
|---|---|---|-----------------------|---|
| Better health better lives | 442.0 | 458.9 | 459.0 | 439.5 |
| A great start and good schools for all our children | 421.2 | 421.1 | 418.0 | 417.1 |
| Better skills, more jobs and a growing economy | 96.4 | 93.8 | 92.2 | 87.6 |
| Decent homes that people can afford to live in | 5.5 | 5.5 | 5.5 | 5.4 |
| Safe clean and active communities | 61.5 | 62.6 | 61.8 | 59.6 |
| A well-run council | 87.3 | 85.1 | 83.3 | 79.7 |
| Non service, fixed and unallocated | 68.6 | 56.0 | 58.4 | 58.6 |
| Total | 1,182.5 | 1,183.0 | 1,178.2 | 1,147.5 |

Table 1b - Planned Net Spending by Outcome

| | Current Net 2017/18 £m | Proposed for Consultation 2018/19 £m | 2019/20 £m | Indicative for Further Development 2020/21† £m |
|---|---|---|-----------------------|---|
| Better health better lives | 169.6 | 171.9 | 168.3 | 152.0 |
| A great start and good schools for all our children | 24.2 | 24.1 | 20.8 | 19.9 |
| Better skills, more jobs and a growing economy | 45.1 | 42.5 | 40.8 | 36.2 |
| Decent homes that people can afford to live in | 2.9 | 2.9 | 3.0 | 2.9 |
| Safe clean and active communities | 38.2 | 39.1 | 38.3 | 36.0 |
| A well-run council | 54.4 | 52.1 | 50.1 | 46.4 |
| Non service, fixed and unallocated | 40.8 | 32.7 | 37.6 | 39.6 |
| Total | 375.2 | 365.3 | 358.9 | 333.0 |

† includes £14.5m of unidentified savings that have been allocated pro-rata across the outcomes based on net budget

5.9 Movements from Medium Term Financial Strategy

Table 2 below shows the key changes reflected in this financial plan since the MTFS was published.

Table 2 – Movements from Medium Term Financial Strategy

| | 2018/19 | 2019/20 | 2020/21 |
|---|-------------|-------------|-------------|
| | £m | £m | £m |
| Gap per MTFS | 12.4 | 20.1 | 36.9 |
| Net changes to assumptions | (0.1) | (0.4) | (0.4) |
| Funding changes | (15.8) | (10.4) | (6.7) |
| Revision to agreed and indicative savings | 7.3 | 1.3 | (23.9) |
| New savings (Appendix E) | (1.6) | (5.8) | (8.4) |
| Changes to investments | 1.6 | 3.0 | 3.4 |
| Changes to Resources | (3.8) | (7.8) | (0.9) |
| Net change | (12.4) | (20.1) | (36.9) |
| Revised position per Appendix B | 0.0 | 0.0 | 0.0 |

The main change has been the incorporation of the Improved Better Care Fund announced in the Chancellor's March 2017 budget.

5.10 New Investments

Detail of recurring and non-recurring investment/cost pressures are set out in Appendices C and D respectively.

Key on-going investments include £300k investment into Children's social care, to tackle child sexual exploitation.

In addition a further £3m is being invested into the universal service of waste collection and disposal to deal with increasing costs in this area.

A further £2m is being set aside to bolster the capital financing budget to ensure that the Council can maximise on its opportunities to deliver the strategic vision of the Council and District Plan.

Over the next three years money is being invested to set up a team to deliver a targeted plan to grow the Council's income, aligned with the economic strategy and to deliver social value.

5.11 Council Tax

When setting the budget in February 2017 the Council indicated that it would raise Council Tax for 2018/19 by 1.99% together with the Adult Social Care precept of 3.0%. This would result in an annual Band D council tax rate increase of £62.76.

The Adult Social Care precept would generate an extra £5.3m which would be used to fund the additional demographic growth and cost pressures within Adult Social Care. Without this additional money further cuts would have to be made to services.

There has been no confirmation on whether local authorities with adult social care responsibility will be allowed to continue to raise income through a social care precept for 2019/20 and beyond and so it has been assumed that the Council Tax will rise by 1.99%

in 2019/20 and 2020/21 for planning purposes. Clearly if there are changes to the council tax referendum limit this assumption will be revisited.

The Council is also currently consulting on a Council Tax Reduction scheme which was set out in Document V to Executive 10th October 2017. If the scheme is subsequently approved it will generate an additional £4m in council tax receipts offset by a proposed £0.5m hardship fund and £0.1m of administration costs for dealing with the scheme. For planning purposes the net additional income from this scheme has been included in the figures. If, following the results of the consultation a decision is taken not to proceed with the scheme this will lead to a further £3.4m cost pressure for the Council.

There is a forecast deficit of £400k on the council tax collection fund for 2017/18 which has been factored in as a one off cost for 2018/19.

A modest increase in the council tax base has been assumed for 2018/19 with an increase of 750 Band D equivalent properties in subsequent years.

One further point to note is that Council Tax will now account for in excess of 50% of the Council's net budget due to the reductions in central government grants.

5.12 Business Rates

Notwithstanding potential future changes to the business rates legislation and operation the main challenge remains the cost of appeals. The Council has made provision for the cost of appeals and backdated appeals when setting the estimated business rate income contained in these proposals. Based on current performance during 2017/18 the refunds for backdated appeals are in line with forecast. Whilst a new appeal process commenced from 1 April 2017 there is insufficient data to assess the impact on current provision levels. This financial plan therefore assumes that there will be no surplus or deficit on the business rate collection fund for 2017/18.

The announcement in the Autumn budget to bring forward the change to the multiplier based on CPI rather than RPI should be cost neutral to the Council as compensation will be provided through a s31 grant.

The Council is part of a joint application to take part in a pooled 100% business rate pilot and is awaiting a decision from government on the whether this application has been successful.

6. SUMMARY OF NEW SAVINGS BY OUTCOME

The proposed budget proposals by outcome subject to consultation are summarised in Table 3 below.

Table 3 – Budget proposals by outcome subject to consultation

| | 2018/19 | 2019/20 | 2020/21 |
|---|---------|----------|---------|
| | £000 | £000 | £000 |
| Better health better lives | 0.0 | 14,128.1 | 2,561.0 |
| A great start and good schools for all our children | 0.0 | 0.0 | |
| Better skills, more jobs and a growing economy | 499.8 | 2,516.5 | |
| Decent homes that people can afford to live in | 0.0 | 0.0 | |
| Safe clean and active communities | 0.0 | 1,384.5 | |

| | | | |
|--|----------------|-----------------|----------------|
| A well-run council | 2,401.7 | 2,670.0 | |
| Non service, fixed and unallocated | 0.0 | 0.0 | |
| Total proposals subject to consultation | 2,901.5 | 20,699.1 | 2,561.0 |

| | | | |
|--|----------------|-----------------|----------------|
| Detail contained in following appendices: | | | |
| Appendix E(i) | 1,594.0 | 1,216.1 | |
| Appendix E(ii) | | 3,000.0 | 2,561.0 |
| Appendix F | | 14,813.0 | |
| Appendix G(i) | 1,307.5 | 1,670.0 | |
| Total proposals subject to consultation | 2,901.5 | 20,699.1 | 2,561.0 |

The detailed proposed changes are contained in the following Appendices to the report:

Appendix E (i) – new proposals open for consultation until Sunday 28th January 2018;
Appendix E (ii) – new proposal under separate consultation process until 12th February 2018 as per Executive Document AC 7th November 2017;
Appendix F – schedule of 2019/20 proposals subject to consultation up to 28th January 2018 (2018/19 for reference schedule amendments to previous budget decisions open for consultation up to 28th January 2018; and
Appendix G (i) – schedule of amendments to previous budget decisions open for consultation up to 28th January 2018.

7. RESERVES

The Council has adopted a strategy over the last several years of augmenting and deploying reserves in order to smooth the transition of the Council to a much smaller cost base. In the 2017/18 budget setting process earmarked reserves were re-designated in order to fund the termination provision, transformation fund and close the budgetary gap for 2017/18. It was anticipated that some of these reserves would be replenished in 2019/20 by £5.3m. Given the on-going pressure on social care both in Adults and children's Services these earmarked reserves will not be replenished through this proposed financial plan to the same extent.

Unallocated reserves as at 30th September 2017 stand at £14.5m and this financial plan anticipates the £1m will be used to replenish those unallocated reserves taking those reserves to £15.5m.

Table 4 – Planned use of reserves

| | 2018/19 | 2019/20 | 2020/21 | Total |
|--------------------------------|--------------|------------|--------------|--------------|
| | £'000 | £'000 | £'000 | £'000 |
| Financial Services VAT reserve | (120) | (103) | 0 | (223) |
| Transition & Risk Reserve | (500) | (500) | (500) | (1,500) |
| Unallocated reserves | 167 | 842 | 0 | 1,009 |
| Total use of reserves | (453) | 239 | (500) | (714) |

8. CAPITAL EXPENDITURE

8.1 The Council's existing Capital Investment Plan (CIP) totals £486.5m over five years, including items brought forward in the existing plan and investment requirements which have emerged during 2017/18. The plan is revised on a quarterly basis, to reflect rescheduling of expenditure and new expenditure funded by the receipt of capital grants.

The existing CIP is summarised by outcome in Table 5 below:

Table 5 - Summary Capital Investment Plan 2017-2022

| Outcome | Re-profiled Budget 2017/18 £m | Budget 2018/19 £m | Budget 2019/20 £m | Budget 2020/21 £m | Budget 2021/22 £m | Total £m |
|---|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------|
| Better health better lives | 12.3 | 8.6 | 12.4 | 6.2 | 2.5 | 42.0 |
| A great start and good schools for all our children | 15.9 | 12.9 | 21.8 | 1.1 | 0.0 | 51.7 |
| Better skills, more jobs and a growing economy | 29.1 | 49.8 | 59.1 | 40.2 | 27.0 | 205.2 |
| Decent homes that people can afford to live in | 15.6 | 9.1 | 2.9 | 1.4 | 1.2 | 30.2 |
| Safe clean and active communities | 13.8 | 17.0 | 19.4 | 10.1 | 3.0 | 63.3 |
| A well-run council | 18.1 | 26.0 | 19.0 | 17.0 | 14.0 | 94.1 |
| Total | 104.8 | 123.4 | 134.6 | 76.0 | 47.7 | 486.5 |

Between now and the February budget report Executive will review and refine the capital investment plan but this should not impact on the revenue costs of the capital financing.

The CIP includes a specific line for strategic acquisitions of £10m p.a. in each of the five years. In order to allow the Council to undertake targeted acquisitions in the most effective manner the flexibility to deploy the £10m between financial years is required.

9. ON-GOING BUDGET ENGAGEMENT AND CONSULTATION

The Council has duties to consult on the new and amended budget proposals for 2018/19 and 2019/20. The consultation is to understand people's views, which can be conscientiously taken into account in finalising the budget in February 2018. It is also an opportunity to increase public understanding of the scale of the financial challenge and why difficult decisions need to be made.

The consultation commences on publication of this report. Pro-active consultation activity will commence following this Executive meeting on 5th December 2017. This activity will then continue until 28th January 2018, to enable the feedback to be reflected in the papers that are published for the Executive meeting on 20th February 2018.

Further detail of the consultation approach is provided at Appendix H.

10. RISK MANAGEMENT AND GOVERNANCE ISSUES

The main risks to the financial plan are:

2017/18 financial performance is already indicating that some savings proposals are no longer achievable or behind plan. For savings that are deemed no longer practicable to achieve due to a change in external circumstances then this refreshed plan deals with those areas with new proposals that are being consulted on. The net effect of savings identified as being no longer achievable or which have been re-phased are listed in Appendix G(ii).

The net effect of these adjustments is a reduction in proposals of £6.0m.

The financial plan assumes that remaining savings that are currently behind plan will be fully back on track by 2019/20.

The Autumn Budget was published on 22nd November 2017 and will be followed by the Local Government Provisional Financial settlement (expected late December) this could have an effect on the current assumptions underpinning this financial plan. There could be changes to the actual forecast flow of specific grants or a revision to the assumptions. The Council has an agreed four year deal with DCLG on the level of RSG and 2018/19 and 2019/20 are the final two years

Economic forecasts suggest that inflation may rise further and/or interest rates may rise.

There has also been speculation about lifting the public sector pay cap but based on the Autumn Budget 2017 this financial plan assumes that this does not extend to local government. If the pay cap were to be lifted each 1% increase in the pay bill would add an additional £2.2m costs to the Council's pay bill (excluding schools).

Consultation outcomes may mean that specific proposals cannot be delivered or need adjusting.

11. LEGAL APPRAISAL

11.1 The Council must comply with all the legal requirements and local agreements to consult on proposals to change or withdraw services before the Council is asked to make any final decisions.

11.2 The legal requirements for a proper consultation exercise are as follows:

- consultation must be at a time when proposals are at a formative stage;
- sufficient reasons for the proposals must be given to allow intelligent consideration and response;
- adequate time must be given for a response; and
- the product of the consultation must be conscientiously taken into account before the decision is made.

11.3 Section 149 of the Equality Act 2010 (the public sector equality duty) provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to—

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

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

- (a) tackle prejudice, and
- (b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are—

age;
disability;
gender reassignment;
pregnancy and maternity;
race;
religion or belief;
sex;
sexual orientation.

Officers have prepared equality impact assessments on the proposals to assist elected members in having regard to this duty.

These are accessible via this link: <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/equality-impact-assessments/>

- 11.4 Section 3(1) Local Government Act 1999 imposes a duty on local authorities to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Section 3(2) requires local authorities to consult representatives of
- persons liable to pay any tax in respect of the authority
 - persons liable to pay non-domestic rates
 - persons who use or who are likely to use services provided by the authority,
 - persons appearing to the authority to have an interest in any area within which the authority carries out functions

for the purpose of deciding how to fulfil the duty imposed by Section 3(1).

11.5 Pursuant to Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA 1992) the Council as employer is required to consult the recognised Trade Unions where there is a proposal to dismiss by reason of redundancy (which includes voluntary redundancy) 20 or more employees at an establishment within a period of 90 days or less. If 100 or more employees are at risk of dismissal by reason of redundancy at any one establishment within a period of 90 days or less the consultation must begin at least 45 days before the first of the dismissals takes effect.

11.6 Where a proposal gives rise to a transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006, trade union consultation will be carried out in accordance with those Regulations.

12. OTHER IMPLICATIONS

12.1 EQUALITY & DIVERSITY

Each proposal is subject to an Equality Impact Assessment, which will be developed through the consultation period. These are accessible via this link <https://www.bradford.gov.uk/your-council/council-budgets-and-spending/equality-impact-assessments/> Elected Members should consider the Equality Impact Assessments in full.

The consultation period provides the opportunity for the Council to better understand:

- the consequences for individuals with protected characteristics affected by changes, particularly related to proposals relating to social care;
- any cumulative impact on groups with protected characteristics.

12.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications resulting from this report.

12.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct greenhouse gas emission implications resulting from this report.

12.4 COMMUNITY SAFETY IMPLICATIONS

Where there are any community safety implications arising from individual budget proposals these will be covered in the consultation exercise. Any implications arising from the consultation will be presented to subsequent meetings of the Executive.

12.5 HUMAN RIGHTS ACT

There are no direct human rights implications arising from this report.

12.6 TRADE UNION

In accordance with the requirements of Section 188 Trade Union and Labour Relations

(Consolidation Act) 1992, consultation with the Trade Unions will commence on 27th November 2017.

The **new** proposals provided to the Trade Unions highlight the areas where staff could be at risk of redundancy and show that the proposed likely full time equivalent (FTE) reductions in a number of areas is calculated to be 85 FTEs reductions for 2018/19 and 68 in 2019/20. This is in addition to the proposed 107 FTEs reductions for 2018/19 about which the Council commenced consultations with the Trade Unions on 28th November 2016. These numbers also exclude the 240 FTEs in relation to the proposal on Prevention and Early Help announced on 30th October 2017. Where a proposal gives rise to a transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006, trade union consultations will be carried out in accordance with those regulations.

Senior Management will be explaining the proposals in more detail to the Trade Unions at the Trade Union meetings scheduled to take place from 7th December 2017.

Equality Impact Assessments (EQIA) are being prepared on all proposals that have a staffing implication, these will be available as part of the consultation process. All information from individual EQIAs will feed into an overall Corporate EQIA.

Staff will also be briefed on the proposals.

12.7 WARD IMPLICATIONS

In general terms, where the proposed cuts affect services to the public, the impact will typically be felt across all wards. Some proposals could potentially have more impact direct local impact on individual organisations and/or communities. It is expected that the consultation process will allow an analysis of local impacts to inform final decisions.

13. NOT FOR PUBLICATION DOCUMENTS

None.

14. RECOMMENDATIONS

14.1 It is recommended that Executive, having considered the Council's public sector equality duty as set out above:

- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2018/19 and 2019/20 set out at Appendix E(i) and any revisions to previous decisions as set out in Appendix G(i);
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed detailed budget changes for 2019/20 as set out in Appendix F;
- Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed non-recurrent spending included in the financial estimates as set out in Appendix D

- Note the proposed use of reserves;
- Approve the consultation mechanisms and processes set out in Appendix H
- Approve the proposed indicative spending totals for each outcome set out in tables 1(a) and 1(b) for 2020/21 to inform future planning and engagement with stakeholders, the budget for 2020/21 to be subject to detailed formal consultation in future budget rounds;
- Approve that the £10m p.a. included in the existing Capital Investment Plan for strategic acquisitions can be deployed flexibly between the years of the Capital Investment Plan, so that acquisitions exceeding that figure could be considered;
- Authorise the Strategic Director Corporate Services, in consultation with the Leader of the Council, to proceed with a pooled 100% business rate pilot if the application is approved by DCLG; and
- Authorise Strategic Directors to engage with stakeholders to develop draft plans and options for the reforms and changes required to deliver a balanced budget in 2020/21.

15. APPENDICES

Appendix A: How Council Services Relate to Outcomes

Appendix B: Council Cumulative Budget 2018/19, 2019/20 and outlook to 2020/21

Appendix C: Recurring pressures and investment proposals

Appendix D: Non recurring investment proposals

Appendix E (i): New Proposals Open for Consultation until 28th January 2018

Appendix E (ii): New Proposal under separate consultation process until 12th February 2018 as per Executive document AC 7th November 2017

Appendix F: Schedule of 2019/20 proposals open for consultation until 28th January 2018 (2018/19 for reference only)

Appendix G (i): Schedule of amendments to previous budget decisions open for consultation up to 28th January 2018

Appendix G (ii): Schedule of amendments to previous budget decisions not subject to consultation

Appendix H: Consultation Approach

16. BACKGROUND DOCUMENTS

Document W – The Council’s Revenue Estimates for 2017/18 and 2018/19 – Council 23 February 2017

Document X - S151 Officer’s assessment of the robustness of the proposed budget estimates for 2017/18, and of the adequacy of forecast financial reserves – Council 23 February 2017

Document I – Medium Term Financial Strategy 2018/19 to 2020/21 and beyond – Executive 11th July 2017

Document V – A Council Tax Reduction scheme for 2018/19 – Executive 10th October 2017

Document AB - Mid-Year Finance and Performance Statement for 2017/18 – Executive 7th November 2017

Document AC – Prevention and Early Help – Executive 7th November 2017

Appendix A: How Council Services Relate to Outcomes

Council services have been categorised into the outcomes as follows.

Better health, better lives

- Sports Facilities
- Adult social care
- Children's specialist services
- Benefits payments
- Public Health

A great start and good schools for all our children

- Educational Achievement services
- Early Childhood services

Better skills, more jobs and a growing economy

- Skills for work
- Planning
- Transport
- Highways
- Economic Development
- Culture

Decent homes that people can afford to live in

- Housing development
- Housing strategy and operations

Safe, clean and active communities

- Waste collection and disposal
- Neighbourhood services
- Parks and woodlands
- Youth service
- Customer services

A well-run Council

- Democratic functions
- Support services: Finance, human resources, information and communication technology, property costs, legal services, commercial and procurement, tax collection, debt management

Non service, fixed and other costs not allocated to individual outcomes

- Capital financing
- Specific grant funding not attributable to a service
- Other costs not attributable to a specific outcome.

Appendix B- COUNCIL CUMULATIVE BUDGET 2018/19, 2019/20 and outlook to 2020/21

| | 2018/19 Budget £'000 | 2019/20 Budget £'000 | 2020/21 Budget £'000 |
|--|-------------------------------------|-------------------------------------|-------------------------------------|
| NET EXPENDITURE | | | |
| 2017/18 Base Budget | 375,197 | 375,197 | 375,197 |
| Reversal of non recurring investment | (1,575) | (2,025) | (2,025) |
| Recurring pressures (Appendix C) | 3,712 | 5,233 | 6,773 |
| Sub total | 377,334 | 378,405 | 379,945 |
| FUNDING CHANGES | (6,532) | (4,874) | 458 |
| INFLATION | 10,776 | 21,522 | 32,982 |
| Base Net Expenditure Requirement | 381,578 | 395,053 | 413,385 |
| Demographic pressures in Adults | 2,993 | 6,045 | 9,160 |
| Children's demographic pressure | 625 | 1,250 | 1,875 |
| One off investment (Appendix D) | 199 | 636 | 25 |
| Transitional funding | (235) | (235) | (235) |
| Termination costs | (4,342) | (4,342) | (4,342) |
| Transformation fund | 0 | (2,500) | (2,500) |
| Capital financing and central budget adjustments | (8,440) | (6,381) | (5,831) |
| Public Health reduction in expenditure due to grant cut | (1,116) | (2,203) | (2,203) |
| 2017/18 Budget decisions (Appendix F) | (18,699) | (33,512) | (33,512) |
| Amended prior Budget decisions (Appendix G) | 14,303 | 10,857 | 3,067 |
| New Budget proposals for consultation 2018/19 and 2019/20 (Appendix E) | (1,594) | (5,810) | (8,371) |
| Indicative savings required for 2020/21 per four year plan | 0 | 0 | (37,464) |
| Net Expenditure Requirement | 365,272 | 358,858 | 333,054 |
| RESOURCES | | | |
| Localised Business Rates | (64,747) | (66,042) | (67,363) |
| Council Tax Deficit 2017/18 | 400 | 0 | 0 |
| Top Up Business Rate Grant | (66,587) | (68,956) | (70,335) |
| Revenue Support Grant | (48,539) | (34,054) | 0 |
| Use of Reserves (Table 4) | (453) | 239 | (500) |
| Council Tax | (185,346) | (190,045) | (194,856) |
| Total Resources | (365,272) | (358,858) | (333,054) |
| Budget shortfall | 0 | 0 | 0 |
| Memorandum | | | |
| Council Tax base | 140,348 | 141,098 | 141,848 |
| Council Tax Band D | £1,321 | £1,347 | £1,374 |

Appendix C
Recurring pressures and investment proposals
(impact is shown on an incremental basis)

| Ref. | Description of proposal | 2018-19 Impact £'000 | 2019-20 Impact £'000 | 2020-21 Impact £'000 |
|--------|--|----------------------------|----------------------------|----------------------------|
| | Better Health Better Lives | | | |
| CRP5.1 | Continuing investment to prevent Child Sexual Exploitation | 300 | 0 | 0 |
| | Total Better Health Better Lives | 300 | 0 | 0 |
| | Better Skills More Jobs & a Growing Economy | | | |
| | Funding for Growth Initiative | 750 | 0 | 0 |
| | Total Better Skills More Jobs & a Growing Economy | 750 | 0 | 0 |
| | Safe Clean and Active Communities | | | |
| ERP5.1 | Increased costs associated with waste disposal | 1,717 | 521 | 540 |
| ERP5.2 | Prudential borrowing budget for waste vehicles | 288 | 0 | 0 |
| | Total Safe Clean and Active Communities | 2,005 | 521 | 540 |
| | Well Run Council | | | |
| NRP5.1 | Additional capital financing costs | 0 | 1,000 | 1,000 |
| FRP5.1 | Council Tax Reduction Scheme – hardship fund | 500 | 0 | 0 |
| FRP5.2 | Council Tax Reduction Scheme – administration costs | 100 | 0 | 0 |
| LRP5.1 | Investment into school admission appeals service | 57 | 0 | 0 |
| | Total Well Run Council | 657 | 1,000 | 1,000 |
| | TOTAL | 3,712 | 1,521 | 1,540 |

Appendix D

Non-recurring investment proposals

(impact is shown on an incremental basis)

| Ref. | Description of Option | 2018-19 Impact £'000 | 2019-20 impact £'000 | 2020-21 impact £'000 |
|--------|--|----------------------------|----------------------------|----------------------------|
| | Safe Clean and Active Communities | | | |
| PNR5.1 | One off foreign exchange loss on new waste disposal contract | 133 | (133) | 0 |
| | Total Safe Clean and Active Communities | 133 | (133) | 0 |
| | Better Skills More Jobs | | | |
| PNR5.2 | Temporary funding for markets | 0 | 636 | (611) |
| | Total Better Skills More Jobs | 0 | 636 | (611) |
| | A Well Run Council | | | |
| LNR5.1 | Temporary funding for mortuary services | 66 | (66) | 0 |
| | Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities | 66 | (66) | 0 |
| | Total Non-recurring investment | 199 | 437 | (611) |

Appendix E (i)

New proposals open for Consultation until 28th January 2018

| Ref | Proposal for Change | 2018/19 £'000 Impact | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----------------------------------|---|----------------------------|----------------------------|---|--|------|
| Better Health Better Lives | | | | | | |
| 5P Page 59 | A Home From Hospital Service – BRICCS Integrated Care & Support – review and redesign of the service. | 0.0 | 170.1 | This service is designed to support people who are homeless or in unsuitable accommodation, and who are at risk of staying longer than necessary in hospital. Homeless populations are more likely to have ill health and long term disabling conditions; some from age specific groups such as 16-25 year olds and 35 to 55 year olds. They are also more likely to be male. | Mitigation may be possible should the provider be able to secure alternative funding. This review and redesign will help identify other funding streams over the next two years as part of the bigger programme of out of hospital redesign. | 5PH1 |
| 5C1 | Review Respite Provision after the introduction of personalised budgets | 0.0 | 400.0 | At this stage of the proposal development it is unclear what the impacts on protected characteristic groups would be. However as the proposal is developed the people it impacts upon will be considered as a means of helping to shape the proposal. However at this stage it is anticipated that the impacts could be high on age and disability. | Considerations to date include further developments of personalised budgets and to develop a process to buy services with personalised budgets from the Council and the Voluntary Sector. | 5C1 |
| | Total Better Health Better Lives | 0.0 | 570.1 | | | |

Appendix E (i)

New proposals open for Consultation until 28th January 2018

| Ref | Proposal for Change | 2018/19 £'000 Impact | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|---|--|----------------------------|----------------------------|--|--|-----|
| Better Skills, More Jobs and a Growing Economy | | | | | | |
| 5E1 | Museums and Galleries – Review of service to include potential for income generation, service efficiency and integration and remodelling of operational delivery | 0.0 | 260.0 | No impacts identified | N/A | 5E1 |
| 5R1 | Reducing de-trunked (previously Highway Agency controlled) road maintenance budget | 224.8 | 0.0 | A reduction in the overall allocation of revenue maintenance would lead to a reduction in the numbers of maintenance cycles undertaken for each aspect of maintenance in any given year. (e.g. reducing litter picking activities from 4 times per year to 2 times). Any reduction in highway maintenance will impact most people the same, but will possibly have slightly greater impact on people who are more elderly, disabled or pregnant. | Priority would be given to any maintenance activities which have a 'life or death' consequence on users of the highways network. However as the scope, nature and therefore impact of specific maintenance requirements is not known, it is not possible to propose measures to fully mitigate or eliminate the possible disproportionate impacts. | 5R1 |
| 5R2 | Increased charges for activities on the highway – review of charging | 25.0 | 0.0 | This will only have a very low impact on those people on low incomes or low wages due to the | There are limited opportunities for putting in place mitigations, but these will continue to be | 5R2 |

Appendix E (i)

New proposals open for Consultation until 28th January 2018

| Ref | Proposal for Change | 2018/19 £'000 Impact | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|----------------|--|----------------------------|----------------------------|--|-------------|-----|
| | schedule. | | | increases in charges (skips, scaffolding etc). | considered. | |
| 5R3 | Increasing percentage level of staff capital recharges to external projects/ customers | 250.0 | 0.0 | No impacts identified | N/A | |
| Page 61 | Total Better Skills, More Jobs and a Growing Economy | 499.8 | 260.0 | | | |

Safe Clean Active

| | | | | | | |
|-----|---|-----|-------|--|---|-----|
| 5E2 | Youth Service – All commissioned grants will be reviewed during 2018, with grants to VCS groups providing youth work ceasing from April 2019. | 0.0 | 311.0 | There will be a disproportionate impact on young people in the district. Some of the grants made support a particular protected characteristic group. Whilst the grants are relatively small, and will not address the needs of the entire protected characteristic group, they do benefit a smaller number of people within it. | Last year the Youth Work Grant Scheme was reconfigured to give 2 streams to the grants, one was for sessional / week in week out youth work activity, the other was for developmental grants for groups to develop self sustaining youth work initiatives. As these will have been funded for the year, build sustainability into their | 5E2 |
|-----|---|-----|-------|--|---|-----|

Appendix E (i)

New proposals open for Consultation until 28th January 2018

| Ref | Proposal for Change | 2018/19 £'000 Impact | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|---------|---------------------|----------------------------|----------------------------|---|---|-----|
| Page 62 | | | | <p>There will be an impact on other protected characteristics but this would be proportionate to the overall youth population.</p> <p>It is not possible to predict how the loss of grants to the voluntary, community and faith sector would impact on youth work jobs within organisations currently funded under the grant scheme.</p> | <p>plans for the work, these should now be at a stage of being able to operate without the renewal of the grant.</p> <p>Further consideration to mitigating the impact will be made in terms of sessional youth work by working with the local authority Youth Services to ensure they support local voluntary, community and faith sector groups in shared initiatives that develop and enhance skills, volunteering opportunities and People Can initiatives to respond to locally identified needs.</p> <p>The work of the Youth Offer Working Group will continue to identify priorities and needs in relation to the districts youth offer and explore ways of building capacity within the Voluntary, Community and Faith youth sector.</p> <p>As there is a 12 month lead in time to implementation, further work (and the grant funding) can be applied to building sustainable</p> | |

Appendix E (i)

New proposals open for Consultation until 28th January 2018

| Ref | Proposal for Change | 2018/19 £'000 Impact | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----|---------------------|----------------------------|----------------------------|--|-----------------------------------|-----|
| | | | | | solutions and mitigating impacts. | |

| | | | | | | |
|--|--------------------------------|------------|--------------|--|--|--|
| | Total Safe Clean Active | 0.0 | 311.0 | | | |
|--|--------------------------------|------------|--------------|--|--|--|

Well Run Council

| | | | | | | |
|------|--|-------|-----|-----------------------|-----|--|
| 5FM1 | Residential catering – budget reduced in line with current requirement and cost, no change in service levels | 80.0 | 0.0 | No impacts identified | N/A | |
| 5FM2 | School Catering and Cleaning – increased sales, price review and administrative efficiencies. | 200.0 | 0.0 | No impacts identified | N/A | |
| 5F1 | Revenues and Benefits – Review and release of budget relating to external contractor system, | 200.0 | 0.0 | No impacts identified | N/A | |
| 5F2 | Revenues and Benefits – General efficiency savings – combination of cost and staffing reductions | 100.0 | 0.0 | No impacts identified | N/A | |
| 5F3 | Procurement Supplies and Services Budget – overall net savings subsequent to a review of the Procurement function as a whole | 100.0 | 0.0 | No impacts identified | N/A | |
| 5H1 | Workforce Development | 250.0 | 0.0 | No impacts identified | N/A | |

Appendix E (i)

New proposals open for Consultation until 28th January 2018

| Ref | Proposal for Change | 2018/19 £'000 Impact | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|--|---|-------------------------------------|-------------------------------------|---|-------------------|------------|
| | reprioritised to focus on use of more specialist ad-hoc external delivery. Review of Occupational safety. | | | | | |
| 5L1 | Register Office – Net additional contribution from increased fees. | 15.0 | 0.0 | No impacts identified | N/A | |
| 5L2 | Reduction of Member support budget following pension changes – specific budget contribution no longer required | 149.2 | 0.0 | No impacts identified | N/A | |
| 5X1 | Reduce total cost of top management - the scope is the senior management (Strategic and Assistant Directors) and their PA structure | 0.0 | 75.0 | No impacts identified | N/A | |
| Total Well Run Council | | 1,094.2 | 75.0 | | | |
| New draft proposals open for consultation | | 1,594.0 | 1,216.1 | | | |

5L1
Page 64

Appendix E (ii)

New proposal under separate consultation process until 12th February 2018 as per Executive Document AC 7th November 2017

| Ref | Great Start Good Schools | 2018/19 £'000 Impact | 2019/20 £'000 Impact | 2020/21 £'000 Impact | | | |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|
| 4C2 | Prevention and Early Help – detailed proposals form part of the Executive report Doc AC -7 th November 2017 | 0.0 | 3,000.0 | 2,561.0 | See EIA as referenced in in Executive Document AC. | | |
| Total Great Start Good Schools | | 0.0 | 3,000.0 | 2,561.0 | | | |
| Total proposals open for consultation | | 1,594.0 | 4,216.1 | 2,561.0 | | | |

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----|---------------------|---|----------------------------|--|------------|-----|
|-----|---------------------|---|----------------------------|--|------------|-----|

Better Health Better Lives

| | | | | | | |
|------|--|---------|---------|--|---|-------------|
| 4PH1 | School Nursing and Health Visiting - service based efficiencies – primarily management, back office and vacancy control <i>Please note this proposals affects both Better Health, Better Lives and Great Start, Good Schools but for clarity is shown here</i> | 1,390.0 | 1,959.0 | The services will be re-commissioned as part of the proposed Prevention and Early Help which was outlined in the Executive paper in November 2017. There is potential to impact on children and families across some protected characteristics but these will be mitigated wherever possible by focusing on identifying children at risk and targeting services on more vulnerable families and their children. The consultation for this model completes in Feb 2018. | Using a phased approach will help to plan and prepare any emerging risks which can then be managed through the proposed Prevention and Early Help approach for a more integrated model for children and young people and the service will continue to provide statutory services. | 4PH1 A-D |
| 4PH2 | Substance Misuse Service – combination of redesign, re-commissioning and ceasing recovery service, dual diagnosis service, supervised medication programme, inpatient detoxification services. | 1,634.0 | 625.0 | Impact assessments have identified that this range of proposals could have impacts on a wide range of service users across the range of protected characteristics. | Any new contracts will continue to have the same equality requirements of the Provider under the Equality Act 2010 as the current tender. The new service specification being commissioned requires that the service is provided through various types of provision and that the service is integrated throughout providing continuity for service users. Services will be more community based with access points in multiple sites in non-substance misuse specific services making it easier for all sections of society to access them. | 4PH2 A-D |

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|------|---|---|----------------------------|--|---|-------------|
| 4PH3 | Sexual Health - combination of redesign, review and ceasing services Health development with young people, sex and relationship education in schools, emergency hormonal contraception | 25.0 | 0.0 | Some of the services are designed specifically for parts of the population who share a protected characteristic. Therefore services are provided disproportionately to those parts of the population and the impact will reflect this. | The SRHS that is commissioned is part of a wider Sexual Health economy with GPs providing oral contraception and STI testing which is commissioned by NHSE from GP practices as part of their core service offer. Bradford residents would still be able to access SHRS (oral contraceptives and STI screening) within their community through their GP practice and Long Acting Reversible Contraceptives (coils and implants) and STI testing and treatment, through the SHRS that would stay situated centrally within the city centre making it accessible to all. | 4PH3 |
| 4PH4 | Tobacco – combination of redesign, review and ceasing services | 59.2 | 2.0 | At this stage the evidence is not available to confirm whether there will be disproportionate impacts. Further analysis will be needed to build on the equality assessment. | Smoking is strongly related to health inequality and poverty. Services are designed to ensure that disadvantaged smokers make full use of Stop Smoking Services, and medications may increase the quit rates amongst less affluent smokers. However there may be a negative impact as the service becomes targeted and it may potentially stigmatise smokers, for example, based on social class or health condition. | 4PH4 |
| 4PH5 | Homestart, Worksafe, Injury Minimisation Programme - phase out of these services | 93.0 | 0.0 | Potential to Impact on children and families across the range of protected characteristics particularly age, disability, race and low income families. | Some of the key activities will be mainstreamed into the wider proposed Prevention and Early Help approach for children and young people and families in | 4PH5 A-C |

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| | providing support for vulnerable parents and children age 0-5 years. | | | | the District. This is currently under separate consultation until February 2018. In order to manage any negative affects a phased approach will be adopted in the first year. | |
| 4PH6 Page 68 | Physical Activity, Food and Nutrition - cessation of grants to VCS organisations delivering range of activities including 'cook and eat', physical activity, food growing and breastfeeding support. | 250.0 | 0.0 | Services are currently commissioned from a variety of BME organisations and groups based in low income areas to ensure positive outcomes for all parts of the community. The race equality impact is judged to be high, because of the high BME take up of VCS services. | The Health Improvement Team will support providers/organisations and service users proactively with advice and sign-posting as opportunities are identified | 4PH6 |
| 4PH8 | Warm Homes Healthy People – reduction in the short term winter activity based programme | 40.0 | 20.0 | Service supports a range of vulnerable householders, many of whom share particular protected characteristics. Removing the programme's main funding reduces the breadth of service offered and may disadvantage some people. | In 2016/17 support to develop a new approach to funding was granted to partners, which allowed the creation of a crowd funding website which plans to raise £25k this year. This will be built upon to enable core services such as fuel poverty and food poverty work streams to be maintained. Other independent fund raising by existing partners such as Ground Works/ Family Action will join in the programme each winter. | 4PH8 |
| 4PH9 | CCG Rebasing – to redesign services as | 499.0 | 0.0 | No impacts identified | N/A | |

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|-------|--|---|----------------------------|--|--|-----|
| | part of an accountable care system, involving health, social care and other providers | | | | | |
| 4PH10 | Public Health – reduction in staffing in line with redirecting investment profile towards reducing demand and maintaining health and wellbeing | 350.0 | 310.0 | No impacts identified | N/A | |
| 4PH11 | Environmental Health – management restructure | 40.0 | 0.0 | No impacts identified | N/A | |
| 4E11 | Sport and Physical Activity – investigate all methods of future operational service delivery | 150.0 | 50.0 | No impacts identified | N/A | |
| 4A1 | Adults - Overall Demand Management Strategy - moving from a dependency model to one that promotes independence and resilience (e.g. reducing numbers coming in to care, care system culture change, speeding up integration, redesign enablement, | 8,000.0 | 8,000.0 | Older people and people with Mental Health & Learning Disabilities will predominantly be affected by this proposal but the focus will be on personalised services for people so the impact on protected characteristics will be mitigated at individual level. As part of the Strategy to reduce residential and nursing places it is intended that more extra care schemes are developed, which will help to improve | Our approach will seek to focus on people's strengths and enabling people to manage properly understood, proportionate and positive risks in living their lives. We will undertake individual assessments and carry out extensive engagement with service users, carers and advocates to ensure seamless transitions for any service users affected. This will enable us to meet our duty under the Care Act 2014 and mitigate against any disproportionate negative impact on any person with a | 4A1 |

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|---------|--|--|----------------------------|--|--|-----|--|
| Page 70 | reviewing financial needs, continued personalisation). | | | <p>people's lives and reduce expenditure across all groups.</p> <p>As the proposal is developed, the detail of impacts will be further assessed to ensure any potential implications on protected characteristics are minimised.</p> | <p>protective characteristic.</p> <p>By offering other options for people in terms of housing and care support, people will have the opportunity to access appropriate services that meet their assessed needs and be in a position to maintain their independence and to continue to have a positive contribution and be inclusive in their local community. This will ensure where possible people with particular characteristics are not disproportionately affected. We will further review the potential impact on protected characteristics as part of the development of the delivery programme.</p> | | |
| | 3C7 | Looked After Children - Reducing the cost of high cost placements | 250.0 | 0.0 | No impacts identified | N/A | |
| | 4C4 | Child Protection management restructure – reduction in teams by four to ten with potential reduction in team managers plus review other overall budgets | 240.0 | 0.0 | No impacts identified | N/A | |
| | 4C5 | Children's Social Care management restructure – review of management structure | 85.0 | 0.0 | No impacts identified | N/A | |
| | | | | | | | |

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|------|--|---|----------------------------|---|------------|-----|
| | leading to proposed reduction of two service manager posts and one team manager | | | | | |
| 4C6 | Early Help –review structures in early help for children and families commissioned from VCS, youth offending team, crime prevention, family centres, families first | 120.0 | 660.0 | This proposal is about staffing impacts. Any impacts on service users will however continue to be considered as the proposal is progressed. | N/A | |
| 4C7 | Looked After Team – review of staffing and non staffing budgets | 19.0 | 19.0 | No impacts identified | N/A | |
| 4C8 | Fostering and Adoption – review team manager structure with potential reduction of one team manager post | 50.0 | 0.0 | No impacts identified | N/A | |
| 4C9 | Disabled Children Team – to build on review already underway with CAMHS, review overall staffing and non staffing budget | 34.0 | 0.0 | This proposal is about staffing impacts. Any impacts on service users will however continue to be considered as the proposal is progressed. | N/A | |
| 4C10 | Child Protection Review Team – vacancy management, use of software to reduce administrative | 24.0 | 0.0 | No impacts identified | N/A | |

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|------|--|---|----------------------------|--|------------|-----|
| | requirements | | | | | |
| 4C11 | Leaving Care – to review staffing and non staffing budgets to achieve a saving of 2% in yr 1 and a further 1% in yr 2 | 34.0 | 0.0 | No impacts identified | N/A | |
| 4C13 | Drugs and Alcohol Team – review of the work of the team and all other services that support young people with alcohol and drug issues | 50.0 | 0.0 | No impacts identified | N/A | |
| 4C14 | Child Protection - Reducing agency spend in Children's Social Care Services | 36.0 | 0.0 | No impacts identified | N/A | |
| 4C15 | Child Protection - Review of front door customer contact to Children's Social Care Services | 46.0 | 0.0 | No impacts identified | N/A | |
| | Reduction to Public Health Grant Cut met from proposals above | (1,116.0) | (1,087.0) | | | |
| | Total - Better Health Better Lives | 12,402.2 | 10,558.0 | | | |

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A Great Start and Good Schools for All Our Children

| | | | | | | |
|-----|--|-----|-----|-----------------------|---|--|
| 4C1 | Education Services – From 2017 part of the Dedicated Schools Grant will be passed directly to schools. There will therefore be a reduction in Council spending but no reduction in base budget. The proposal is included here as there could be staffing implications. | 0.0 | 0.0 | No impacts identified | N/A | |
| 4C2 | Early Years - From 2017 part of the Dedicated Schools Grant will be removed. Plans are being formulated to develop a coherent and targeted suite of early years' services including early help, family centres and early years' including Children's Centres. The proposal is included here as there could be | 0.0 | 0.0 | See appendix E(ii) | See EIA as referenced in Executive Document AC. | |

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|-----|--|---|----------------------------|--|------------|-----|
| | staffing implications. | | | | | |
| | Total – A Great Start and Good Schools for All Our Children | 0.0 | 0.0 | | | |

Better Skills More Jobs and a Growing Economy

| | | | | | | |
|-----|--|-------|-------|--|---|-----|
| 4E7 | Remodel of Visitor Information & frontline service - reduce the number and/or size of Visitor Information Centres (VICs), moving to a more digital basis promoting the district to target audiences, with the potential for VIC information points as co-located provision. | 50.0 | 50.0 | The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology. | Alternative options including visitor information points, taking information to the visitor and support from local voluntary groups and businesses. | 4E7 |
| 4E8 | Events and Festivals – review to develop a more sustainable and balanced events programme | 150.0 | 150.0 | Potential for greater impact on people of low income / low wage. The events are primarily free to attend and any reduction in their delivery could reduce the opportunity for people to attend cultural activities. | Review of Events and Festivals framework is on going and will take into account the protected characteristics to mitigate any disproportionate impacts. | 4E8 |
| 4E9 | Libraries – reduction in the number of libraries directly provided by | 100.0 | 950.0 | Potential reduction in the number of libraries directly managed by the Council may impact on those groups, young and | Consultation with and support for communities to help develop proposals and implementation of models of community | 4E9 |

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|------|---|---|----------------------------|--|--|------|
| | CBMDC. Further investigation of potential for alternative delivery models | | | old or low income/low wage that have no alternative access to information or educational/reading materials though other sources (eg on-line, purchased) or use libraries as social gathering points. | management outside Council control. | |
| 4E10 | Theatres and Community Halls – Halls to be transferred through Community Asset Transfer. Theatres to generate greater income | 130.0 | 130.0 | The theatres are run for all people within the district and further afield, this would be the case regardless of reduction in budget. Reduction in budget could potentially lead to the need for increased ticket costs; additional booking fees or levies and therefore could mean low level of negative impact to the low income / low wage protected characteristic. | Income generation will be sought, in the first place, by increasing optional commercial opportunities and increasing ticket sales volumes. | 4E10 |
| 4E12 | Ministry of Food – cessation of the service teaching people how to cook, eat and improve their long term health | 96.0 | 0.0 | Whilst the Ministry of Food is a discretionary service provided by the Council, its closure will by definition have a disproportionate effect upon those people who share a protected characteristic. Those attracted to the services provided by the Ministry of Food tend to be those from disadvantaged communities where behaviour change is required to reduce obesity through education and teaching cooking skills. | The Health Improvement Team will support providers/organisations proactively with advice and sign-posting as opportunities are identified. | 4E12 |

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|-----|---|---|----------------------------|---|--|-----|
| 4C3 | Children's Services – staffing, restructure, reduction in the Connexions contract with longer term service brought back in to Council, investigate regional data centre, cessation of Employment Opportunities Fund (EOF). | 150.0 | 50.0 | This proposal in regard to the Connexions Service contract will have a negative impact on people who share a protected characteristic. This service directly supports young people who are NEET, the cohort being comprised of young people with complex and multiple needs related to the protected characteristics and long-term low-income unemployed adults | To mitigate the potential disproportionate impact of the Connexions Service proposal, there will be a re-design of the Connexions type activity to provide a minimum statutory service with a greater reliance on the Bradford Pathways approach that will be underpinned with more effective information, advice and guidance framework. Greater linkages and working with other front line staff working with young people will also be explored. It is not feasible to fully mitigate the impact of the proposals given proposed funding levels | 4C3 |
| 4R1 | Industrial Services Group (ISG) – reduce the staffing structure to suit the present workloads | 43.3 | 0.0 | No impacts identified | N/A | |
| 4R2 | West Yorkshire Combined Authority (WYCA) Transport Levy – proposed reduction in the levy | 1,234.1 | 750.0 | This proposal could have an adversely disproportionate impact on both the young (under 18's) and elderly sectors of the community as the funding which is being reduced is specifically used to fund schemes/programmes which are delivered for these groups. | The negative impacts would need to be considered within the wider West Yorkshire context in consultation with WYCA with whom the ultimate decisions on which aspects of their budgets to reduce would rest. Some aspects of expenditure of the Transport Levy are protected by national regulation and hence are likely to remain largely unaffected by any reductions as a consequence of this proposal. It is therefore | 4R2 |

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|-----|---|---|----------------------------|--|--|-----|
| | | | | | anticipated that those elements of expenditure which are discretionary are likely to bear the majority of any agreed levy reduction. | |
| 4R3 | Commercialise Highway Delivery Unit (HDU) – to increase the range of services provided by the HDU through increasing involvement in existing capital works programmes and delivery of services which are externally funded | 223.0 | 0.0 | No impacts identified | N/A | |
| 4R4 | Centralisation of Urban Traffic Control including reduced maintenance of street lighting asset | 246.0 | 0.0 | No impacts identified | N/A | |
| 4R5 | Planning, Transportation and Highways – increase in discretionary charges | 44.1 | 0.0 | Increasing fees and charges in relation to dealing with high hedge complaints where, for instance, the height of a boundary hedge between two properties is disputed may lead to disproportionate impacts on the low paid sectors of the community and senior citizens. Currently, receipt and investigation of complaints in relation to high hedges are processed by | Discounts for various types of organisations in relation to charges for events on the highway could be introduced to help minimise the impact of this aspect of the proposal. It should be noted that this proposal will not affect the holding of a street party which will remain free of charge as per national guidance. | 4R5 |

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|---------|--|---|----------------------------|--|---|-----|
| Page 78 | | | | <p>the Council on a free of charge basis.</p> <p>A minimum charge for co-ordination and marshalling of events on the highway could adversely affect those community interest groups/areas of protected characteristics who wish to arrange an event on the highway. The impact of this proposal may lead to a number of events no longer taking place along traditional routes given the costs associated with the administration and approval of traffic management</p> | The mechanism for charging for dealing with high hedge complaints may similarly introduce a discount for members of the community over a certain age making a complaint. | |
| 4R6 | Planning, Transportation and Highways - options related to discretionary budgets for highway maintenance works including minor drainage improvements, pavement repairs and footpath and snicket maintenance | (6.4) | 0.0 | Whilst the cost of the works delivered through the local area maintenance budgets may be relatively small, the impact of non-action could have a disproportionate impact on the lives of the districts citizens. Some footpaths and snickets are currently impassable due to lack of maintenance which is a consequence of the current reduced budget allocation | <p>As the scope of the impact arising from this Proposal could be wide ranging and dependent upon the nature of any specific maintenance requirements, it is not possible to propose measures to fully mitigate or eliminate the impacts.</p> <p>However, the nature of the prioritisation framework (which is still to be developed), which would be used to assess the priority for action of any requests, could incorporate appropriate consideration of the characteristic of the person needing action (e.g. include age and/or disability criteria).</p> | 4R6 |
| 4R7 | Planning, Transportation and Highways - reduction | 2.5 | 0.0 | Reduced maintenance of gateways and subways will lead to these assets deteriorating and over time potentially | Replacement of any subway facility which is removed as a consequence of this proposal with a surface level controlled crossing | 4R7 |

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|----------------|---|---|----------------------------|--|---|-----|
| | in Highways Services operational budgets associated with operational transport gateway and subway maintenance | | | <p>becoming impassable. This could therefore impact on some of the protected characteristics.</p> <p>This could therefore impact on some of the protected characteristics.</p> | could be considered to ensure that the negative impacts on severance are mitigated. However such works would lead to an increased maintenance liability on the Council's traffic signal infrastructure and such crossings are inherently more dangerous than segregated crossings on major arterial routes like Wakefield Road. | |
| 4R8 Page 79 | Planning, Transportation and Highways - Robust administration of the Yorkshire Common Permit Scheme on the Highways | 70.0 | 0.0 | No impacts identified | N/A | |
| 4R9 | Planning, Transportation and Highways - reduce area committee support and stop processing/charge for all requests for service delivery for non casualty led projects | 124.0 | 0.0 | <p>Any replacement decision making body would need to appropriately consider the views and opinions of the protected characteristics listed below and demonstrate appropriate consideration/due regard to the Equality Act duties. The exact form of this decision making body is yet to be determined and hence the impact of this proposal cannot fully be explored at this time.</p> <p>Charging for the provision of some of the other proposed highway services (e.g. vehicular dropped crossings and keep clear markings) may similarly have a</p> | <p>Decisions taken through the new body would need to ensure that appropriate consideration is given to the Equalities Act on all matters progressed. Therefore any decision recording process must ensure that an appropriate record of the regard given to Equalities matters on the decision matter is retained.</p> <p>Mitigation for charges could be introduced to reflect the applicant's ability to pay the charge. However, any such scheme would need to be carefully developed in order to not generate further disproportionate negative impacts.</p> | 4R9 |

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|------|---|---|----------------------------|---|---|------|
| | | | | disproportionate impact on those sectors of the community where the ability to pay for services will be an issue (e.g. elderly residents or those residents on low income). | | |
| 4R10 | Education Capital Team – combination of vacancy control, reduction in facilities management and other charges | 50.0 | 0.0 | No impacts identified | N/A | |
| 4R11 | Planning, Transportation and Highways - introduction of limited lighting hours / switch off of street lighting on non-principal road network | 60.0 | 60.0 | <p>Introduction of this proposal in additional areas of the district will have a disproportionately negative impact on some protected characteristics.</p> <p>Fear of crime amongst the elderly will increase where back streets and residential roads are unlit during the early hours of the morning and it is from this characteristic group that the greatest impact is anticipated.</p> <p>Similarly fear of crime on unlit streets could adversely impact the protected characteristic groups of disability, race, religion/belief and sex who may all experience increased levels of concern about the proposal.</p> | <p>The Council has developed a set of criteria which are used to select streets where limited lighting hours are introduced. These criteria assess road safety statistics, criminal activity records, infrastructure condition and involve consultation with the local community on any proposals being prepared.</p> <p>Any streets which are considered appropriate to be included in the programme of limited lighting operation will be fully appraised using this model before a decision is taken on whether or not to implement the limited lighting hours infrastructure is taken. Those streets with high criminal activity and/or poor road safety records will not be included in the project beyond their initial assessment.</p> | 4R11 |

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|------|---|---|----------------------------|--|--|------|
| | | | | | To avoid any undue distress to local residents only those streets which “pass” the desktop assessment will be consulted upon with the local community. | |
| 4R12 | School Catering and Cleaning – increased sales and price reviews | 35.0 | 0.0 | No impacts identified | N/A | |
| 4R13 | Economic Development Service – reduction in City Park sinking fund (fund set aside to fund future expense), matched funding for European Strategic Investment Fund programmes. Remove support for B-funded community funding information website | 0.0 | 26.0 | The savings may have a low impact on low wage/low income people where job opportunities are impacted. | Targeting areas of economic under performance, and by prioritising target groups in service promotion and skills development. | 4R13 |
| 4R20 | Regeneration – no longer accept new schools onto the Active School Travel programme with existing provision being phased out over the following years of this budget process | 28.0 | 28.0 | The nature of the Active School Travel programme is such that its cessation would effectively adversely affect the young children and adolescents which the programme targets through removal of the opportunities afforded under the programme to embed health lifestyle choices. | Working with schools it may be possible to introduce aspects of the programme into the school curriculum, however given the demands on pupil contact time created by the national curriculum this may not be a significant mitigation proposition. | 4R20 |

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|-----------------|--|---|----------------------------|---|--|------|
| | | | | Similarly, as children with a sedentary lifestyle are predominantly found in areas of deprivation and low incomes, the cessation of this programme would likewise have an impact on this protected characteristic. | | |
| 4R21 Page 82 | Regeneration – reduction in the funding for the Road Safety Team | 62.5 | 62.5 | This proposal will adversely affect the younger sections of society, or those from wards with a particular road safety problem (which tend to be predominantly low income inner city wards) who will not be able to access the same level of training and awareness activities as are currently provided by the Road Safety Team. | <p>Nominal charges for provision of training programmes could be introduced, however these have historically been seen as barriers to ensuring take up of the training provided and therefore may have a counter effect to that anticipated.</p> <p>Programmes of training interventions may need to be targeted to Key Wards in each year due to reduced resources. This would ensure that those wards with an identified road safety issue receive some training but may mean that some areas of the district similarly are not offered any training in future.</p> <p>Alternative funding sources for the provision of this service could be explored within West Yorkshire to offset the reduction in funding.</p> | 4R21 |
| | Total - Better Skills More Jobs and a Growing Economy | 2,892.1 | 2,256.5 | | | |

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Decent Homes That People Can Afford to Live In

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|---------------|---|-------------|------------|-----------------------|-----|--|
| 4R19 | Housing Operations – increase income generation from agency fees | 44.0 | 0.0 | No impacts identified | N/A | |
| Page 8 | Total – Decent homes that people can afford to live in | 44.0 | 0.0 | | | |

Safe Clean and Active Communities

| | | | | | | |
|-----|---|-------|------|--|--|------------|
| 4E1 | Parks and Bereavement management rationalisation; withdrawal from direct management of sport pitches and bowling greens; raise prices of bereavement services. | 160.0 | 60.0 | <p>Impact on clubs with lower level of membership / players and/or financial resources at their disposal which could ultimately result in some clubs to merge or disband</p> <p>With regard to bereavement service proposals, any increase in charges, particularly at a rate above inflation, will by definition have a disproportionate effect upon those on low incomes for a service that cannot be viewed as discretionary.</p> <p>Given that cremation charges are</p> | <p>There is a growing interest from local communities, residents, Parish/Town Councils and sports clubs to become more involved in the operation of public assets, particularly where the opportunity exists to develop community use. Such as having direct access to a range of grant funding bodies whilst 'ownership' allows increased sponsorship and fund raising opportunities.</p> <p>The Service would seek to support individuals/groups of clubs both directly and through the National Governing Bodies to take overall responsibility and would consider an incremental approach over a</p> | 4E1 A&B |
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| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|---------|---|---|----------------------------|---|--|-----|
| Page 84 | | | | <p>currently lower than burial charges, particularly should a new grave be required, any percentage price rise will generate a higher cash increase in the cost of burials than that of cremations. This could represent a disproportionate effect for those religious/faith communities that due to their beliefs have no choice between funeral types. The Muslim and East European communities fall in this latter group.</p> <p>The implementation of a flat rate cash increase to both cremations and burials would however have increased the cremation charge to a level disproportionate to that of the burial charge in terms of comparator values of neighbouring Councils.</p> | <p>defined period. Prior investment in the assets to transfer together with elements of seed funding and appropriate rent will allow financially sustainable organisations to develop.</p> <p>The most deprived/low income communities receive support for the cost of funerals from the Council through Adult Services.</p> <p>The proposed above inflation increase in charges for funerals will result in local service users continuing to pay less than the average within West Yorkshire for all services.</p> <p>It is intended to introduce a reduced rate for the walling of graves to coffin height which will mitigate the effect of the increases for those faith groups that adopt such a requirement</p> | |
| 4E2 | Waste Collection and Disposal Services – Full year effect of introduction of alternate weekly collection and associated round reduction, improved recycling, reduction in residual waste and improved efficiencies. | 807.0 | (84.0) | <p>Alternate weekly collections fully implemented with the exception of rural rounds (in hand) with no adverse impacts identified.</p> <p>The proposal is likely to have no or a low impact on everyone so it is considered that there is no disproportionate impact on any group who share protected characteristics. It is however recognised that a move to alternate weekly collection</p> | <p>The Council already provides assisted bin lifts for residents where mobility or accessibility issues arise. In this circumstance the resident can call the Contact Centre and a home visit will be arranged to assess how the Council can help.</p> | 4E2 |

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----|---|---|----------------------------|--|--|-----|
| | | | | could result in the residual waste bin being heavier to move around. | | |
| 4E3 | Trade Waste – process and service improvements including back office, round efficiencies and business development opportunities. | 0.0 | 43.0 | No impacts identified | N/A | |
| 4E4 | Customer Services – redirect face to face contact towards self service and telephone services will see a continuing decline in contact resulting in staffing efficiencies. Automated services will increase with fewer options for people to speak to a customer services advisor. More people will be expected to 'self serve' using on line services | 50.0 | 50.0 | <p>The Council recognises that any move toward increasing dependency on digital/online access to Services or information may potentially have a detrimental impact on residents who do not have English as a first language or who don't/can't access IT. Making services available electronically could impact on those unable to access due to ability or lack of available technology. Those with a preference or requirement to deal with a person may feel anxious and vulnerable.</p> <p>The majority of current face-to-face customer service and an increasing proportion of telephony work is with low wage/low income groups, including people with disabilities, and older people although there has been a significant</p> | <p>To mitigate the potentially disproportionate impact the Council remains committed to the Five Principles of Producing Better Information for Disabled People, and will also continue to make sure the Council website is accessible.</p> <p>Greater self service access will provide the majority of citizens with a more efficient service; thereby freeing up the limited resources to focus on those who need the additional support. By minimising avoidable face-to-face and telephone contact with the council, officer time can be better directed to those customers who require it.</p> <p>Potentially disproportionate impacts may be mitigated by providing access to and assistance with computers from CS Centres and providing access to language services.</p> | 4E4 |

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|---------|---|---|----------------------------|---|--|------------|
| Page 86 | | | | <p>increase in enquiries from customers from Eastern Europe who have language barriers.</p> <p>Customer Service teams carry out some home visits to customers who are unable to access Council services in other ways.</p> <p>However, in the context of the number of enquiries handled by the Council each year, the relative numbers of people adversely impacted by the proposed change is small.</p> | | |
| 4E5 | Street Cleansing and Public Conveniences – reduction to street cleansing resources for 2019/20 | 336.3 | 1,004.5 | <p>The street cleansing proposal has the potential to have a low impact on predominantly inner city highly densely populated areas. The people who live in these areas are in the main white people on low incomes and communities from BME backgrounds.</p> <p>In terms of closure of the toilets there is likely to be a disproportionate impact on older people, pregnant women, parents requiring access to baby changing facilities, young children, transgender community, and disabled people, particularly those with complex needs, and people who, because of their physical condition, may need to visit the toilet more</p> | <p>Increased waste awareness and anti litter/education campaigns in affected areas and the new robust enforcement model for targeting those people that drop litter, will mitigate the impact.</p> <p>The department have approached relevant Parish Councils, Friends of Groups and other interested community groups whether they would be interested in taking over the running of toilets. The discussions surrounding takeover and Community Asset Transfers are progressing well</p> | 4E5 A&B |

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----------------|---|---|----------------------------|---|---|------|
| | | | | regularly. | | |
| 4E6 | Pest Control – cessation of the pest control service | 36.2 | 0.0 | This proposal could have an adverse impact on people on low incomes as it removes the facility to pay for treatments in instalments although the equality assessment carried out indicated that this proposal is likely to have no or a low impact on everyone. | The most common request for treatment is to deal with rats and mice and there is at least one company in Bradford which is able to provide the service cheaper than the Council | 4E6 |
| 4E13 Page 87 | Car Parking - Remove Christmas parking concessions, amend tariffs in Little Germany and other car park changes. | 108.0 | 0.0 | Could disproportionately impact those on low incomes/wages as the cost increase will be more significant for this group. | People from low income characteristic group could consider purchasing annual parking permit for designated car park in an area rather paying daily parking charges. These can also be set up as a monthly direct debit to make it more affordable for people. | 4E13 |
| | Total - Safe Clean Active Communities | 1,497.5 | 1,073.5 | | | |

A Well Run Council, Using All Our Resources to Deliver Our Priorities

| | | | | | | |
|-----|--|-------|-----|-----------------------|-----|--|
| 4F1 | Financial Services – reduction in function reflecting reduced emphasis on retrospective reporting, more self service by budget managers and targeting staffing resources at highest | 130.0 | 0.0 | No impacts identified | N/A | |
|-----|--|-------|-----|-----------------------|-----|--|

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----|--|---|----------------------------|--|------------|-----|
| | risk, and most complex issues. | | | | | |
| 4F2 | Insurance – reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining and internal insurance fund for self-insured risks and the cost of meeting claims | 300.0 | 300.0 | No impacts identified | N/A | |
| 4F3 | Revenues and Benefits – reduce significantly the amount of cash used by and within the organisation and reduce the cost of cash management functions through the increased digitalisation of customer payment options. Also consider if transactional functions across the Department will be more efficient and sustainable by bringing them together | 160.0 | 0.0 | No impacts identified | N/A | |
| 4F4 | West Yorkshire Joint Committees – cap contribution to Joint | 35.0 | 35.0 | No impacts identified | N/A | |

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|-----|--|---|----------------------------|--|---|-----|
| | Committees at £1.1m which will require concerted action with other Councils | | | | | |
| 4H1 | Human Resources – reduce HR transactional support, to reduce volume of service specific training | 204.0 | 0.0 | No impacts identified | N/A | |
| 4L2 | Terms and Conditions – removal of non contractual overtime payments and removal of essential car allowance lump sum payments | 400.0 | 300.0 | No impacts identified | N/A | |
| 4L1 | Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed | 55.0 | 90.0 | No impacts identified | N/A | |
| 4X1 | Office of the Chief Executive – restructure of the Office of the Chief Executive to improve coherence and integration of core | 479.0 | 0.0 | Until the detailed restructure proposals are implemented it is not possible to be specific about impacts on equalities characteristics within our communities. However it is expected that would be some low level impacts across a number | To mitigate the potential disproportionate impacts of this proposal – as the Council moves rapidly towards a more focused community leadership of place and strategic commissioning role, enabling and facilitating partners and communities to | 4X1 |

Appendix F

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only)

| REF | Proposal for Change | 2018/19 £'000 NOT subject to consultation | 2019/20 £'000 Impact | Equalities impact on the Equality Duty protected characteristics & low income groups | Mitigation | EIA |
|---------|---|---|----------------------------|--|--|-----|
| | corporate functions | | | of groups. | support the delivery of District Plan outcomes – effective, prioritised communication, marketing, policy and performance services will be essential. | |
| 4R15 | Facilities Management – operational cost reductions reflecting the continued contraction of the organisation | 100.0 | 200.0 | No impacts identified | N/A | |
| Page 90 | Total - A Well Run Council, Using All Our Resources to Deliver Our Priorities | 1,863.0 | 925.0 | | | |
| | Total – Schedule of Decisions for 2018/19 of Budget Council 2017 for information and 2019/20 proposals subject to consultation | 18,698.8 | 14,813.0 | | | |

Appendix G (i) – SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS OPEN FOR CONSULTATION UP TO 28 JANUARY 2018 (incremental basis)

| Ref | Description | 2018-19 £'000 | 2019-20 £'000 |
|--|---|------------------|------------------|
| Well Run Council | | | |
| 4S1 | Information Technology Services – reduction in costs associated with device support, licences and infrastructure. Switching technology solutions where better value can be achieved and rationalising the number of existing IT applications to simplify the technology in use | 700.0 | 690.0 |
| 4R14 | Asset Management – make the best use of the Council's and public sector partners' estate working with the Voluntary and Community Sector Also seek to invest in non-operational property to generate surplus income | 360.0 | 200.0 |
| 4R16 | Facilities Management – reduction in the maintenance budget as the size of the operational estate shrinks | 100.0 | 780.0 |
| 4R17 | Facilities Management – reduction in the size of the estate together with energy efficiency measures | 147.5 | 0.0 |
| Total Well Run Council | | 1,307.5 | 1,670.0 |
| Net amendments to previous budget decisions subject to consultation | | 1,307.5 | 1,670.0 |

Appendix G (ii) - SCHEDULE OF AMENDMENTS TO PREVIOUS BUDGET DECISIONS NOT SUBJECT TO CONSULTATION (incremental basis)

| Ref | Description | Prior Year Savings £'000 | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 |
|---|--|--------------------------------|------------------|------------------|------------------|
| Better Health Better Lives | | | | | |
| 3A2 | Changes to Home Care Services | (1,500.0) | 0.0 | 0.0 | 0.0 |
| 3A6 | Changes to Learning Disability day care and procurement | (1,000.0) | 0.0 | 1,000.0 | 0.0 |
| 3A10 | Changes to contracts for Learning Disability residential and nursing | (1,000.0) | 0.0 | 1,000.0 | 0.0 |
| 4A1 | Adults Demand management | (8,000.0) | 0.0 | 0.0 | 8,000.0 |
| 3C7 | Reducing the cost of high cost placements – Children's Social Care | (1,039.0) | (250.0) | 0.0 | 0.0 |
| 3C8 | Reducing the number of looked after children by 75 | (815.0) | 0.0 | 0.0 | 0.0 |
| 4C4 | Child Protection Management restructure | (60.0) | (240.0) | 0.0 | 0.0 |
| 4C9 | Disabled Children – reduce staffing on CAMHS and reduce budget by 1% | 0.0 | (34.0) | 0.0 | 0.0 |
| 4C10 | Review Team – review budget and reduce by 2% in 2018/19 | 0.0 | (24.0) | 0.0 | 0.0 |
| 4C14 | Reducing agency spend | (1,025.0) | (36.0) | 0.0 | 0.0 |
| 4C15 | Review of front door customer contact | 0.0 | (46.0) | 0.0 | 0.0 |
| Total Better Health Better Lives | | (14,439.0) | (630.0) | 2,000.0 | 8,000.0 |
| Better Skills, More Jobs and a Growing Economy | | | | | |
| 4R4 | UTC Centralisation | 0.0 | (246.0) | 0 | 0.0 |
| Total Better Skills, More Jobs and a Growing Economy | | 0.0 | (246.0) | 0.0 | 0.0 |

Well Run Council

| | | | | | |
|--|--|-------------------|------------------|----------------|----------------|
| 4H2 | Revised terms and conditions | 0.0 | (280.0) | (210.0) | (210.0) |
| 4L1 | Legal and Democratic Services – to reflect the reduced size and scope of the Council, reductions to Civic, Legal and Committee Services, including Overview and Scrutiny are proposed | 0.0 | (15.0) | (15.0) | 0.0 |
| Total Well Run Council | | 0.0 | (295.0) | (225.0) | (210.0) |
| Net amendments to previous budget decisions not subject to consultation | | (14,439.0) | (1,171.0) | 1,775.0 | 7,790.0 |
| Total Net effect of Appendix G(i) and Appendix G(ii) – see Appendix B | | (14,439.0) | 136.5 | 3,445.0 | 7,790.0 |

Appendix H: Consultation Approach

The intention of the consultation is to provide the people of Bradford with opportunities to provide their views on the budget proposals, to help shape and inform final decisions. The budget consultation will seek comments on proposals for 2018/19 and 2019/20. The consultation will be open for a period of nine weeks from 28 November 2017 to 28 January 2018.

As well as the proposals themselves information on the context of the budget will be provided to help consultees understand the reason for the financial reductions. This information will be provided on the Council's web site, and in hardcopy format at the district's public contact points. Social media (Twitter and Facebook) and the Council's app will also be used to promote the consultation.

The consultation will comprise of a survey enabling individuals and organisations to comment on the proposals of their choosing. Responses can be provided online or by writing to the Council using the freepost address provided. The survey will be circulated as widely as possible, targeting specific groups of people and organisations, the following in particular.

1. Voluntary and Community Sector
2. Parish and Town Councils
3. Public sector partners
4. Communities of interest groups
5. Members of Parliament
6. Business networks and partnerships
7. Bradford District Partnership
8. Citizens Panel

As appropriate individual services will also undertake further consultation as their proposals are developed, and also as the proposals are implemented in the next two years. This will include specific consultation with commissioned organisations and grant-holders, and statutory consultation with service users and other interested parties.

Consultees will be encouraged to comment on the changes proposed and also any impacts they feel might be felt by particular groups of people (in line with the Public Sector Equality Duty). For transparency, the Council's consideration of these impacts will be shared through accompanying equality impact assessments.

The outcome of the consultation will be presented to the Council's Executive on 6 February 2018. The Executive will then give consideration to the feedback and any equality impacts as they finalise their budget proposals for their meeting on 20 February 2018.

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Report of the Strategic Director of Children's Services to the meeting of Executive Committee to be held on 5 December 2017

AK

Subject:

**Proposed Expansion of Primary School and Closure of Sixth Form Provision
including Change of age range of Secondary School**

Summary statement:

This report asks the Executive to:

- Agree to increase the Published Admission Number (PAN) and approve the publication of Statutory Proposals for the expansion of Low Ash Primary School.
- Approve the publication of Statutory Proposals for the alteration of the upper age range of Carlton Bolling College from 11-18 to 11-16 so as to remove the sixth form provision and approve the increase in the school's Published Admission Number (PAN) from 240 to 300.

Michael Jameson
Strategic Director –
Children's Services

Report Contact: Judith Kirk
Phone: (01274) 431078
E-mail: Judith.kirk@bradford.gov.uk

Portfolio:

Education, Employment and Skills

Overview & Scrutiny Area:

Children's Services

1. SUMMARY

This report asks the Executive to:

- 1.1 Agree to increase the Published Admissions Number (PAN) and approve the publication of Statutory Proposals for the expansion of Low Ash Primary School from September 2019.
- 1.2 Approve the publication of Statutory Proposals for the alteration of the upper age range of Carlton Bolling College from 11-18 to 11-16 so as to remove the sixth form provision and approve the increase in the school's Published Admission Number (PAN) from 240 to 300 from September 2018 .

2. BACKGROUND

- 2.1 Since 2010 there has been an increase in the pupil population within the District. Despite a slight reduction in the number of children requiring a reception place in September 2017 recent data shows that the numbers increase again for entry in 2018 onwards partly as a result of new housing in some areas of the District. Whilst there is still some pressure on primary school places across parts of the District the main pressure which will be faced over the next few years will be on secondary school places as the extra pupils at primary level transfer to secondary schools. The expansion programme is based on pupil forecasts and places are created across the District where the forecasts show the greatest need will be. The Council is also working towards having a 5% surplus across the District to ensure that new families coming into the District can be placed in an appropriate school.
- 2.2 Using data from previously published forecasts, the Council proposes to increase the Published Admission Number (PAN) of Low Ash Primary School from 60 to 90 from September 2019. An increase in PAN is not a change requiring statutory proposals. However for a community school, the Council (as admission authority) must consult at least the governing body of the school where it proposes to increase the PAN.
- 2.3 For some schools where an increase in PAN has been proposed there will also be the need to enlarge the premises which would increase the physical or net capacity of the school. For some enlargements which are significant changes, there is a requirement to publish statutory proposals. Statutory proposals are required when a proposed enlargement is permanent (more than 3 years) and where the capacity of the school is increased by more than 30 pupils and 25% or 200 pupils, whichever is the lesser. For enlargements less than this, publication of statutory proposal is not necessary. Note any incremental increases in the last 5 years must be taken into account when calculating the overall size of the enlargement.
- 2.4 Statutory proposals are required if the Council is proposing to alter the age range of Carlton Bolling College so as to remove sixth-form provision.

- 2.5 There is no longer a statutory pre-publication consultation period for significant changes. However, DfE guidance states that there is a strong expectation on schools and Local Authorities that they consult interested parties in developing their proposals prior to publication, as part of their duty under public law to act rationally and to take into account all relevant considerations. All responses received to such consultations must then be considered in deciding whether to publish the necessary statutory proposals.
- 2.6 When a proposal to increase the PAN involves a statutory proposal to enlarge the premises to increase the physical capacity of the school there are two related consultation processes:
- i) Consultation on the proposal to increase the PAN
 - ii) Consultation on the proposal to enlarge the premises increasing the physical capacity of the school prior to publication of statutory proposals.

2.6 Proposal to change the PAN of Low Ash Primary School and to enlarge the school premises

- 2.6.1 Based on the analysis of the responses to the initial consultation on the proposal as detailed in Appendix A the recommendation is to increase the PAN at Low Ash Primary School from 60 to 90 from September 2019 and approve the publication of statutory proposals to enlarge the premises of the school by increasing the capacity from a current capacity of 420 to 630 from September 2019.
- 2.6.2 Responses to the consultation fall into a number of main categories; those relating to the site, traffic congestion and parking difficulties. See Appendices D
- 2.6.3 All physical external alterations would be subject to planning approval.
- 2.6.4 It is not envisaged that the school will be required to teach in classes larger than 30. For infant classes current legislation limits the size of an infant class during an ordinary teaching session to 30 pupils per teacher. The school will be provided with additional teaching spaces to accommodate the increase in pupil number and it is for the school to decide how to organise teaching groups.
- 2.6.5 Increasing the PAN from 60 to 90 would enable the Council and school to better meet the preferences expressed by parents and reduce the number of appeals lodged.
- 2.6.6 There would be no change to the admission arrangements for the school other than increasing the number of reception children allocated each year to 90.

2.7 Proposal to alter the upper age range of Carlton Bolling College thereby changing the age range from 11-18 to 11-16 so as to remove the sixth-form provision and approve the increase in the PAN from 240 to 300

- 2.7.1 A review was undertaken by the Department for Education (DfE) on sixth form provision; the outcome is that they are proposing to launch new level 3 vocational qualifications. These Technical or Tech level qualifications will be broad based programmes designed to be the equivalent to 'A' levels leading to degree level

vocational studies or high level apprenticeships. There is likely to be a need for additional resources to deliver these changes, however, Carlton Bolling College feel it would be difficult for them to provide this new range of programmes particularly as their provision is currently 70% vocational. Should the sixth form provision be removed it would give them the opportunity to increase their intake for 11 to 16 year olds (statutory ages) and increase their PAN which in turn would help to meet the increase in demand for school places.

- 2.7.2 The judgement following the recent Ofsted inspection of Carlton Bolling shows the school is 'Outstanding'. Increasing the PAN would allow more pupils to have access to the high quality education that this school is providing.
- 2.7.3 Bradford Council also commissioned a review of post 16 education producing a report 'A joint approach to post-16 education improvement in Bradford and the need for change' in July 2016. The report sets out a new approach into how post-16 education should be delivered in the future so that young people are offered high quality 'A' level and vocational education and training.
- 2.7.4 The Education Skills and Funding Agency (ESFA) approved the opening of 2 sixth form colleges for 2019. These colleges will eventually hold a total of 2000 students. This new provision is to be provided by 2 well performing reputable post 16 establishments who will be able to offer a wider, high quality and more specialised range of courses. Pupils from Carlton Bolling will have the opportunity to apply for a greater range of courses and places at these colleges.
- 2.7.5 A total of 50 responses were received to the consultation. 35 were received from parents of pupils currently attending Carlton Bolling, of these, 34 disagree with the proposal to remove sixth form and increase the PAN to 300. However comments were made by only 15 of these parents, with responses falling into a number of main categories; transition to University in the future, travelling and inconvenience. See Appendix E.
- 2.7.6 Based on the points above and analysis of the responses to the initial consultation on the proposal as detailed in Appendix B the recommendation is to approve the publication of statutory proposals for the alteration of the upper age range at Carlton Bolling College from 11-18 to 11-16 so as to remove the sixth- form provision and approve the increase in the PAN from 240 to 300 from September 2018.
- 2.7.7 No building works would be required to make this proposed alteration to the upper age range and increase in PAN. The school would determine how to re-designate space to accommodate the proposed increased number of 11-16 year old pupils.
- 2.7.8 The proposal to increase the PAN from 240 to 300 would enable the Council and school to better meet the preferences expressed by parents.
- 2.7.9 There would be no changes to the admission arrangements for the school other than proposing to increase the number of year 7 pupils admitted each year from 240 to 300.

3. OTHER CONSIDERATIONS

Consultation

3.1 Low Ash Primary School

- 3.1.1 Consultation on the proposals to change the Published Admission Number (PAN) from 60 to 90 and to enlarge the premises of Low Ash Primary School was carried out between 8 September 2017 and 20 October 2017.
- 3.1.2 The list of those consulted is shown in Appendix C. The local media publicised the consultation. Details were also placed on the Council's website and on Bradford Schools Online, Facebook and Twitter.
- 3.1.3 A total of 55 responses were received, see summary Appendix D and all comments Appendix F.

3.2 Carlton Bolling College

- 3.2.1 Consultation on the proposed closure of sixth form provision and to the proposed increase in the Published Admission Number (PAN) from 240 to 300 was carried out between 11 September 2017 and 20 October 2017.
- 3.2.2 The list of those consulted is shown in Appendix C. The local media publicised the consultation. Details were also placed on the Council's website and on Bradford Schools Online, Facebook and Twitter.
- 3.2.3 A total of 50 responses were received, see summary Appendix E and all comments Appendix G.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Schools receive funding through the Fair Funding Formula which allocates funding to schools based on the number of pupils attending the schools.
- 4.2 Basic Needs funding would be used for the proposed expansion of Low Ash Primary School subject to approval by the Executive and responses to the publication of Statutory Proposals.
- 4.3 The estimated cost for the proposed enlargement of Low Ash Primary School currently stands at £3.6m
- 4.4 There would be no cost to the Council for the proposed changes at Carlton Bolling College.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Individual risks associated with the Low Ash Expansion programme will be managed as part of the project to deliver the extra places.

6. LEGAL APPRAISAL

- 6.1 Under section 14 of the Education Act 1996, the Council has a statutory duty to provide sufficient school places for all pupils in its area.
- 6.2 There is no longer a statutory pre-publication period for significant changes. However, statutory DfE guidance states that there is a strong expectation on schools and Councils that they consult interested parties in developing their proposals prior to publication as part of their duty to act rationally and to take into account all relevant considerations. All responses received to such consultation must be considered in deciding whether to publish the necessary statutory proposals on the basis proposed.
- 6.3 Councils must follow a statutory process when a proposed enlargement to the premises of a school is permanent (longer than 3 years) and would increase the capacity by both more than 30 pupils and by 25% of the existing capacity or 200 pupils, whichever is the lesser.
- 6.4 Councils must follow a statutory process when they propose a change to the age range of 1 year or more for community schools including the removal of sixth-form provision.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The Councils admission policy and admission criteria must not discriminate directly or indirectly against any group or individual.
Equalities Impact Assessment was completed on 10 October 2017.

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

The proposals would not impact on greenhouse gas emissions. If more children are able to attend their local school this could lead to a reduction in emissions.

7.4 COMMUNITY SAFETY IMPLICATIONS

Parking and traffic concerns have been raised as concerns by respondents to the consultations. The Council will work with both schools to try and mitigate any adverse impact on traffic and parking.

7.5 HUMAN RIGHTS ACT

There are no direct Human Rights implications arising from this report.

7.6 TRADE UNION

Trade Unions have been informed of the proposals. The proposed enlargement of the Low Ash Primary School and the increase in the PANs at Low Ash Primary School and Carlton Bolling College may lead to an increase in staffing levels even with the removal of the sixth-form provision at Carlton Bolling.

7.7 WARD IMPLICATIONS

Ward Councillors have been consulted about the proposed changes to the schools in their wards.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

Considering the results of the consultations, the Executive can decide to:

9.1 Low Ash Primary School

- a) Approve the increase in the PAN at Low Ash Primary School from 60 to 90 as from September 2019 and approve the publication of Statutory Proposals to enlarge the school premises by increasing the capacity of the school from 420 to 630 from September 2019.

or

- b) Retain the PAN at Low Ash Primary School at 60 and not approve the publication of Statutory Proposals enlarge the school premises.

9.2 Carlton Bolling College

- a) Approve the publication of Statutory Proposals for the alteration of the upper age range of Carlton Bolling College changing the age range from 11-18 to 11-16 so as to remove the sixth-form provision and to approve increase in the PAN from 240 to 300 for statutory age pupils from September 2018.

or

- b) Retain the upper age range and sixth form provision at Carlton Bolling College, continuing to provide education for 11-18 year olds and retain the current PAN at 240.

10. RECOMMENDATIONS

- 10.1 That the Executive approve the increase in the PAN at Low Ash Primary School from 60 to 90 as from September 2019 and approve the publication of Statutory Proposals to enlarge the school premises by increasing the capacity of the school from 420 to 630 from September 2019.

- 10.2 Approve the publication of Statutory Proposals for the alteration of the upper age range of Carlton Bolling College changing the age range from 11-18 to 11-16 so as to remove the sixth-form provision and to approve increase in the PAN from 240 to 300 for statutory age pupils from September 2018.

11. APPENDICES

- Appendix A: Sample consultation letter for Low Ash Primary School
- Appendix B: Sample consultation letter for Carlton Bolling College
- Appendix C: List of consultees
- Appendix D: Summary received for the Low Ash consultation
- Appendix E: Summary received for the Carlton Bolling consultation
- Appendix F: All responses received for the Low Ash Consultation
- Appendix G: All responses received for the Carlton Bolling Consultation
- Appendix H: Equalities Impact Assessment

12. BACKGROUND DOCUMENTS

- School Organisation Plan.
- Making 'prescribed alterations' to maintained schools



Department of Place

Education Client Services
Margaret McMillan Tower
Princes Way
Bradford
BD1 1NN

Tel: (01274) 43 9346
Fax: (01274) 320003
Email: Nina.Mews@bradford.gov.uk

Date: 8 September 2017

All Parents and Carers of children attending:

Low Ash Primary School

Dear Parent/Carer

Consultation on the Expansion of Low Ash Primary School in order to increase the Published Admission Number (PAN) of the school

This letter is to seek your views on the proposed enlargement of Low Ash Primary School.

We are proposing to increase the Published Admission Number (PAN) at Low Ash Primary School from 60 to 90. The net capacity of the school is currently 420 and would be increased to 630.

The demand for reception places in this area continues to increase particularly with regard to the number of housing developments approved or awaiting a decision. Some homes have been completed and children have been accommodated in other recently expanded schools.

Actual numbers (May census) at Low Ash and other schools within a reasonable distance are shown in the table below. The PAN is the intake number (438 as shown below) and clearly shows a shortfall in reception and year 3.

| School | PAN | Rec | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 |
|--------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| BLAKEHILL PRIMARY SCHOOL | 60 | 62 | 60 | 62 | 58 | 61 | 59 | 56 |
| Christ Church CE Academy | 30 | 30 | 23 | 28 | 29 | 30 | 26 | 28 |
| Grove House Primary School | 60 | 60 | 56 | 60 | 61 | 60 | 59 | 60 |
| High Craggs Academy | 60 | 55 | 55 | 48 | 60 | 58 | 53 | 56 |
| Low Ash Primary | 60 | 64 | 59 | 60 | 58 | 59 | 60 | 56 |
| POPLARS FARM PRIMARY SCHOOL | 30 | 29 | 30 | 30 | 34 | 30 | 30 | 29 |
| SHIPLEY C of E PRIMARY SCHOOL | 30 | 30 | 30 | 25 | 32 | 30 | 29 | 31 |
| St Anthony's Catholic Primary School | 18 | 19 | 18 | 16 | 18 | 16 | 19 | 16 |
| St Francis Catholic Primary School | 30 | 32 | 29 | 30 | 31 | 28 | 28 | 28 |
| Swain House Primary School | 60 | 61 | 60 | 63 | 64 | 64 | 65 | 60 |
| Total | 438 | 442 | 420 | 422 | 445 | 436 | 428 | 420 |

Primary schools are grouped into 26 planning areas as required by the Department for Education (DfE) in order to produce pupil forecasts. The forecasts for the planning areas which include the above schools show a shortfall of places in the future. Please note that the Council is only allowed to include additional children expected in the pupil forecasts once housing developments have been granted planning permission. The Council is however aware of significant developments over which a decision has not yet been made and recent completed developments that may not yet be occupied. Examples of developments within a reasonable distance to the school are shown in the table below:

| Site | Number of dwellings | Status |
|-----------------------------|--------------------------|-----------|
| Arthur Street | 41 | Pending |
| Ashfield Road | 35 | Pending |
| Bolton Woods Quarry | 700 | Pending |
| Cavendish Road | 29 | Granted |
| Dock Lane | 10 apartments, 70 houses | Pending |
| Fagley Quarry | 600 | Granted |
| Frizinghall Road | 18 apartments, 24 houses | Pending |
| Livingstone Road | 59 | Granted |
| Norman Lane | 27 apartments | Granted |
| Otley Road | 17 | Granted |
| Poplars Park Road | 145 | Pending |
| Roundwood Avenue | 440 | Completed |
| Valley Road, Wallbank Drive | 38 | Pending |
| Wrose Brow Road | 10 | Granted |

If all these pending developments are granted, it will place additional pressure on school places in the area and could mean children are placed at schools a considerable distance from their homes.

Low Ash Primary is in Shipley 1 planning area and currently there are 168 places available per year group. The health authority data showing the number of children registered, which is used for pupil forecasting shows the following:

| Planning Area | Age 0 | Age 1 | Age 2 | Age 3 | Age 4 | Age 5 | Age 6 | Age 7 | Age 8 | Age 9 | Age 10 |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| Shipley 1 | 191 | 191 | 190 | 192 | 201 | 185 | 174 | 200 | 180 | 177 | 176 |
| Reception year | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 |

This data indicates that there are more children registered with the health authority than there are places and therefore children have had to travel to schools in other planning areas. The neighbouring planning area North East 2 also shows a shortfall (in the table below) as there are currently only 330 places available per year group, although following consultation we are to expand Poplars Farm Primary School to admit an additional 30 per year group. 2019 however will still show a shortfall.

| Planning Area | Age 0 | Age 1 | Age 2 | Age 3 | Age 4 | Age 5 | Age 6 | Age 7 | Age 8 | Age 9 | Age 10 |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| North East 2 | 341 | 380 | 336 | 361 | 343 | 351 | 362 | 370 | 334 | 346 | 333 |
| Reception year | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 |

Low Ash Primary School is a popular school and usually applications exceed the number of places available. Their most recent Ofsted inspection rated the school as 'Good'.

The school has sufficient space to be expanded, the Council would work closely with the school to ensure that educational requirements continue to be met and that least disruption is caused to the pupils and staff during expansion. Any expansion would of course be subject to planning permission.

There would be no changes to the admission arrangements for the school other than increasing the number of reception children allocated each year to 90 as from September 2019.

This letter is therefore to gain your views and comments, on the Council's proposed enlargement of the school premises and an increase in the school's published admission number, as part of the overall consultation prior to any decision being made. We will also be informing the local community and other stakeholders in the area.

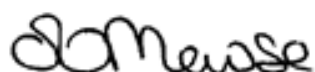
The consultation process will continue until 20 October 2017 after which a full analysis will be carried out and a report with recommendations will be made to the Executive of the Council in December 2017.

Letters of consultation are also to be sent to all schools within the District, to parents of known Early Years children in the area, the Catholic and Church of England Diocese, the Muslim Association and other relevant bodies and Local Authorities.

Any comments or suggestions can be made on the response form which is included. This should be forwarded to Nina Mewse at the above address or alternatively emails may be sent to: educationconsultation@bradford.gov.uk quoting changes to Low Ash Primary School.

Online responses can be made on the Bradford Council [consultation website](#) under current consultations.

Yours sincerely



Nina Mewse
Senior Provision and Places Officer

Response form

Please complete details and return to:

Nina Mewse

**Senior Provision and Places Officer, Education Client Services,
1st Floor, Margaret McMillan Tower, Princes Way, Bradford BD1 1NN by 20 October 2017 at
the very latest**

Consultation on the expansion of Low Ash Primary School in order to increase the Published Admission Number of the school

Name (optional)

Full postcode (of your home address) *eg* BD1 1NN

Please indicate which of the following applies to you - *please tick all that apply*

- Parent/carer
- Member of school staff
- School Governor at Low Ash Primary
- School Governor at another school
- Local Councillor
- Member of the Local Community
- Parent of a younger child, not yet attending a primary school
- Other

If other please give details

Please indicate your response to this consultation below

- I agree that Low Ash Primary School should be expanded to enable it to increase it's admission number from 60 to 90
- I disagree that the school should be expanded and feel the admission number should remain at 60

Please add any further comments below



All Parents and Carers of children attending
Carlton Bolling College

Department of Place

Education Client Services
Margaret McMillan Tower
Princes Way
Bradford
BD1 1NN

Tel: (01274) 43 9346
Fax: (01274) 320003
Email: Nina.Mews@bradford.gov.uk

Date: 11 September 2017

Dear Parent/Carer

Consultation on the proposed closure of Sixth Form Provision at Carlton Bolling College and increase the Published Admission Number of the school to 300.

This letter is to seek your views on the proposal to close the sixth form at Carlton Bolling College and increase the published admission number (PAN) from 240 to 300 per year group. The total capacity of the school would remain the same.

A review was undertaken by the Department for Education (DfE) on sixth form provision, the outcome is that they are proposing to launch new level 3 vocational qualifications. These Technical or Tech level qualifications will be broad based programmes designed to be the equivalent to 'A' levels leading to degree level vocational studies or high level apprenticeships. There is likely to be a need for additional resources to deliver these changes.

Bradford Council also commissioned a review of post 16 Education producing [a report](#) 'A joint approach to post-16 education improvement in Bradford and the need for change' in July 2016, which is available on the Council's website. The report sets out a new approach into how post-16 education should be delivered in the future so that young people are offered high quality 'A' level and vocational education and training.

Carlton Bolling College are requesting permission to close their sixth form as it would be difficult for them to provide this range of programmes particularly as their provision is currently 70% vocational. The school also feel that should the sixth form close it would give them the opportunity to increase their intake for 11 to 16 year olds (statutory ages) which in turn would help to meet the increase in demand for school places.

The Education Skills and Funding Agency (ESFA) approved the opening of 2 sixth form colleges for 2019. These colleges will hold a total of 2000 students initially but could expand further. Students requiring post 16 courses could therefore be accommodated at these colleges who will be able to offer a wider, high quality and more specialised range of courses.

The capacity of Carlton Bolling College is currently 1564 although a new school building is due to open with a similar capacity. The May 2017 census indicated that there were 1511 pupils attending the school of which nearly 300 were in the sixth form.

If the PAN was increased to 300 this would mean 5 year groups of 300 totalling 1500 pupils.

Secondary schools are grouped into 8 planning areas as required by the DfE in order to produce pupil forecasts. Carlton Bolling is in the Bradford East planning area which includes Feversham, Hanson, Immanuel, Laisterdyke and One In A Million secondary schools. The forecast for this planning area shows a shortfall of places in the future unless additional places are provided. Please note that Bradford Council is only allowed to include additional pupils expected in the pupil forecast once housing developments have been granted planning permission. The Council is however aware of significant developments over which a decision has not yet been made and recent completed developments may not be occupied.

Currently the number of year 7 places available for children moving from primary school to secondary schools in this area is 1155. Both Immanuel and One In A Million are to increase their intakes by 60 and 25 respectively which will give a total of 1240 places. Over recent years there has been a significant increase in the number of primary aged children. These children are now working through the primary school year groups and will require secondary school places in the future.

The pupil forecast shows the following number of places will be required up to 2023.

| School year | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------|---------|---------|---------|---------|---------|---------|
| Pupils | 1315 | 1345 | 1357 | 1311 | 1281 | 1257 |

Although we are working with schools that may make changes in this and other planning areas, increasing the numbers of places available at Carlton Bolling College by another 60 will help to meet some of the demand for places.

There would be no changes to the admission arrangements for the school other than increasing the number of year 7 pupils admitted each year from 240 to 300.

If this proposal is approved there would be no provision of level 3 courses for year 12 students in academic year 2018-19 although a smaller cohort of year 12 students taking level 2 courses would be admitted. The last entry for level 3 courses would be those starting in September 2017.

The sixth form would close once these students complete their courses in July 2019.

This letter is therefore to gain your views and comments, on the Council's proposal to close sixth form provision at Carlton Bolling College and increase the school's published admission number, as part of the overall consultation prior to any decision being made. We will also be informing the local community and other stakeholders in the area.

The consultation process will continue until 20 October 2017 after which a full analysis will be carried out and a report with recommendations will be made to the Executive of the Council in December 2017.

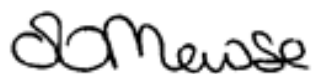
Letters of consultation are also to be sent to all schools within the District, the Catholic and Church of England Diocese, the Muslim Association and other relevant bodies and Local Authorities.

Any comments or suggestions can be made on the response form which is included. This should be forwarded to Nina Mewse at the above address or alternatively emails may be

sent to: educationconsultation@bradford.gov.uk quoting changes to Carlton Bolling College.

Online responses can be made on the Bradford Council [consultation website](#) under current consultations.

Yours sincerely

A handwritten signature in black ink that reads "Nina Mewse". The signature is written in a cursive style with a large initial 'N'.

Nina Mewse
Senior Provision and Places Officer

Response form

Please complete details and return to:

Nina Mewse

**Senior Provision and Places Officer, Education Client Services,
1st Floor, Margaret McMillan Tower, Princes Way, Bradford BD1 1NN by 20 October 2017 at
the very latest**

Consultation on the proposed closure of Sixth Form Provision at Carlton Bolling College
and increase the Published Admission Number of the school to 300

Name (optional)

Full postcode (of your home address) *eg* BD1 1NN

Please indicate which of the following applies to you - *please tick all that apply*

- Parent/carer
- Member of school staff
- School Governor at Carlton Bolling College
- School Governor at another school
- Local Councillor
- Member of the Local Community
- Parent of a younger child, not yet attending a secondary school
- Other

If other please give details

Please indicate your response to this consultation below

- I agree that Carlton Bolling College should close its' sixth form provision to enable it to increase its' admission number from 240 to 300
- I disagree and feel that the school should retain its' sixth form and that the admission number should remain at 240

Please add any further comments below

List of Consultees

| |
|--|
| Director/ADs Children's Services |
| Director/ADs PLACE |
| All Councillors |
| All Neighbourhood Forums |
| All Schools |
| Bradford Achievement Service |
| Bradford Youth Service |
| Catholic Diocese |
| CE Diocese |
| Children's Services Managers |
| Council for Mosques |
| Early Years Officers |
| Education Client Service |
| Head /Chair Governors |
| Media |
| MPs |
| Muslim Association |
| Neighbouring Local Authorities - Leeds |
| Other Officers: Planning; Highways |
| Parents/Carers |
| Parish Councils |
| Playgroups and other Early Years providers |
| Private/Independent schools |
| School Staff |
| Unions/OJC |
| Wider public audience: Bradford Schools Online (BSO), Bradford Council Website, Facebook, Twitter |

Summary of responses to consultation on Low Ash Primary school expansion

Consultation was open between 8 September 2017 and 20 October 2017.

A total of 55 responses were received, where provided, these were mainly from current parents of children attending the school and local people living in the BD18 area of the District.

Breakdown of responses:

| Group | Agree | Disagree | Other |
|-------------------------------|-------|----------|-------|
| Parent Including Staff member | 9 | 26 | 2 |
| Staff member | 2 | | |
| Low Ash School Governor | 2 | | |
| Other School Governor | | | |
| Councillor | 4 | | |
| Member of Local Community | 1 | 4 | |
| Parent of younger child | | | |
| Other/Unknown | 4 | | 1 |
| Total | 22 | 30 | 3 |

It does appear that some parents have sent multiple responses without names, it is not however a referendum.

Summary of those agreeing with the proposal:

- Reduce the number of children needing to travel to schools further away.
- Expanding the school would provide a greater opportunity for the school to enable it to continue work carried out by this high achieving school for more local children.
- There were however a number of observations that the respondents feel need to be addressed, i.e. parking facilities, access routes and careful building planning.

The Wrose Parish Council, whilst agreeing with the proposal, also suggested the Highcroft Youth Centre on Snowden Road could serve as an annexe for Low Ash Primary School catering for children in reception and year 1. This would mean there would be approx. 450 children attending the current site and 180 children attending the Highcroft site and felt that this would help to ease the problems of trying to accommodate 630 children onto the existing site

Summary of those against the proposal

- Parking and high volume of cars.
- 3 form entry schools far too big.
- Disruption to pupils.
- Only 1 entrance to the school.
- Size of school site.
- Size of dining hall.
- Funding.
- Too many children at school so they will struggle to find their friends at playtime.
- Large school could be daunting for younger children.
- Possible impact on playground and sports field.

Summary of responses to consultation on Carlton Bolling College removal of sixth form provision and increase Published Admission Number

Consultation was open between 11 September 2017 and 20 October 2017.

A total of 50 responses were received, where provided, these were mainly from current parents of children attending the school and local people living in the BD3 Concerns raised re transition to University from college.

Breakdown of responses:

| Group | Agree | Disagree | Other |
|---------------------------------|--------------|-----------------|--------------|
| Parent | 1 | 34 | |
| Staff member | 1 | | |
| Carlton Bolling School Governor | | | |
| Other School Governor | | 1 | |
| Councillor | 1 | | |
| Member of Local Community | | | 1 |
| Parent of younger child | | 6 | 1 |
| Other/Unknown | 1 | 3 | |
| Total | 4 | 44 | 2 |

Some responses by parents appear to be duplicates.

Although no responses from the Governing Body have been received, the School and Governing Body discussed the issue and originally made the proposal to the Council.

Summary of those agreeing with the proposal:

- The proposal was felt to be an excellent idea and would be supported.

Summary of those against the proposal

- Concerns raised re transition to University from college.
- There could be difficulty finding alternative sixth form provision.
- Inconvenient for students to have to travel to other providers.
- Unsettling for students and loss of relationships with teachers, staff and others, i.e. changes to current routines.
- FE Colleges and standalone sixth form colleges do not give students the same level of support as schools with sixth form provision.

See all responses below in Appendix G

Comments from Responses to Low Ash Consultation 8.9.17 to 20.10.17

Agree with Proposal

Having read the news from the Telegraph and Argus and your details from Bradford Council web site on the Expansion of Low Ash Primary School I feel the development of a School more local to where the building work of new houses is more appropriate than to extend a school that is not local, for example . I agree that development and expansion in an area close to the developments such as Bolton Woods Quarry or Poplars Park Road would be more suiting for this size of increase due to the size of the developments in that area.

I appreciate that there is developments also be completed near to Low Ash School, but these developments are very small in comparison with only 10+ dwellings to be built.

My main concern with developing Low Ash School is the access to the School, both by road and on foot. I take my child on foot daily to drop off and collect in the afternoon and at both ends of the day Wrose Road is a long queue of traffic with not very many parking facilities which results in lots of illegal parking that I witness on a daily basis. Moving onto access to the school grounds itself, this again is a very hectic time of the day and is already a battle to get into the School to drop of your child through the available gates and giving that a proposed further 200 children and 200 adults will make this impossible to gain access.

The only positive I can see from this expansion is the availability of land that the council own and can expand onto on the surrounding land, but this would also become a concern if the council do not intend to do this and instead remove the existing outside space to build on and reduce the already small playing field and tarmac area with an additional 200 children. I would be very interested to see any proposed plans on how you can deal with these issues.

You can count me as supportive .

Excellent idea .

I fully support this proposal

I fully support this proposal

I agree that Low Ash Primary School should be expanded to enable it to increase its admission number from 60 to 90.

However, my further comments are:

I am concerned about the safety of children, parents, locals and school employees when arriving and leaving Low Ash. There is a distinct lack of 'safe' parking and this impacts on everyone in the area and vicinity of the school.

The school has done what it can by forging good relationships with a pub landlord to use their car park and frequently writing to parents to warn of the dangers of parking illegally.

The increase in pupil intake will only impact on this and make the situation much worse.

I would like this to be considered when making plans.

I fully support this proposal

The school should definitely be expanded, along with any others in the area that have space to do so, but only if something is done about the congestion in the area. People that have no choice but to travel by car to the school have nowhere to park safely or legally so instead they block roads and park on double yellow lines etc. A small car park should be included in the planning.

Significant changes would be needed to areas outside of additional classrooms; cloakrooms, halls, storage, educational intervention rooms etc., as these were not correctly addressed when the school more than doubled in size from a 1 form entry first school to a 2 form entry primary around 1999/2000. Many areas are cramped as Low Ash is a full school with some year groups above PAN already due to appeal panel decisions. Similarly, some of the older classrooms are cramped and can just accommodate 30 children. However, insistence from Health and Safety experts that fire exit doors should be kept clear to the recommended distance do cause more cramped conditions in these classrooms. As a school that embraces and tailors its curriculum to promote outdoor learning and additional regular exercise for health reasons (as recommended by Ofsted and the Government) it will be important to at least maintain provision for this to the current standard, or indeed improve it further. In fact the strength of the school's curriculum was commented on by Ofsted following the inspection in May 2016 when Low Ash secured a 'Good' rating from 'Requires Improvement'. The school would also welcome additional and purpose-built accommodation to encourage community groups to use new facilities at the school. These could include library facilities, meeting room facilities and sports facilities (both inside and outside). A vital aspect of the possible expansion would be the need to significantly alter parking and access for staff and parents, as the current situation is a serious problem, due to the fact that residential properties are on two sides of the boundary of the school and a major, busy road A road is at the front of school. Parents and children basically enter and exit through one main gate straight on to the road mentioned. Whilst this may have been acceptable for a school population of say 150 (as it originally was as a first school), it is very doubtful if it is acceptable or safe for what would be around 650 children by 2025. In short, a school fit for and of the future would be ideal for the children, parents, staff, and community of Wrose and is needed.

We have no concerns about these proposals and would support.

I agree if the issues below can be overcome:

My main concerns are the parking in the locality and the staff car park. There would need to be a system in place to ensure there would be provision for staff ONLY so that parents are unable to use the staff car park. Also, where would the extra parents/carers park in an area where parking is already stretched and causing problems for the local community?

Having lived across the road from a school but due to lack of places available had to travel across town, I understand how taxing, annoying and stressful it can be to travel every day with young children.

Whilst I agree with the school reception expanding, this is on the proviso that this does not apply to the nursery without undertaking a full sufficiency review

Low Ash is a local community school that provides a full and diverse curriculum for the children in the area. As a parent and the Chair of Governors at the school I believe that expanding the school will provide greater opportunity for us to provide this broad based curriculum to more children in the community. The school has fantastic outdoor learning facilities, which we would not want to lose in any expansion. It is important for the philosophy of the school that children are given the opportunity to expand their learning outside of the classroom. The investment in those learning spaces have enabled Low Ash to move from being an RI to a Good school and we will work to continue our journey to Outstanding. Low Ash is also well known as a high achieving school in sports; we are often "the teams to beat". The facilities that we currently have are very good and I would like to see them expanded to support our healthy school approach; it is after all proven that a healthy child will do significantly better in their academic lives than a sedentary child. School has also taken the opportunity to add booster sessions or targeted lessons for children more interested in sports by adding reading material linked to the sports they are taking part in or using problem solving/maths skills during sports activities. These added value elements of the curriculum have helped Low Ash achieve the best SATs results ever in July 2017. One of the biggest complaints I have seen from this possible expansion is with regard to parking. The school is on the main road through the village and parking is a constant issue. If the school is expanded I would want to see some innovative thoughts about how this problem could be solved; potentially including rethinking the vehicle access route to school and 'drop off/pick up points' for parents with older children.

The Highcroft Youth Centre is on Snowden Road (BD18 1JD) and could serve as an annexe for Low Ash Primary School catering for children in reception and year 1. This would mean there would be approx 450 children attending the current site and 180 children attending the Highcroft site. I feel that this would help to ease the problems of trying to accommodate 630 children onto the existing site. There has already been problems with parents trying to park in the vicinity of Low Ash Primary School. The documentation does not mention anything about the nursery provision at Low Ash Primary School. There are currently 60 children in the nursery.

Disagree with proposal

All 3 of my children have attended low ash primary school my son is currently in year 5, I dont agree with the extension as parking for parents who can't walk to school is terrible now so I can not imagine what it will be like if said extension goes ahead unless a car park for parents is built, at the moment we can only park in highcroft car park and on Snowden road, there is no other places to park and the highcroft youth centre is proposing to close the parking for public use

I'm a parent of a child who attends low ash primary and I think the school is already at capacity weather you expand it or not that means either more in a class or three classes per year. Not thinking of local residents and potential parking nightmare situation that already exists. The appeals for high schools was nightmare this year appeal after appeal

The government made a bad choice when they changed the school system to primary then high school.

Kids were ready to move on and for a change to go to middle school it prepped them for high school older. Offer kids and not so daunting to go from a small primary school to a very large school with a lot of influences on young kids.

Schools local to wrose are horrible and not a chance will my child

Be attending Immanuel Hanson

Your aim should be to change back to three schools there for creating a 4 yearly change of school

Increase in PAN would require additional learning areas to be built, which would impact on the current available external area of the school (playgrounds and sports fields).

Increase in PAN would result in an increase of traffic around the school, which is already extremely crowded and busy before/after school, which ultimately would put pupil safety at further risk

An increase in PAN would mean a review of the catchment area, and local families who already have children at the school could find that younger siblings are unable to obtain a place.

Applications from Low Ash for Secondary School places would increase, as pupils tend to apply for schools where their peers are attending. Secondary schools in the area are already heavily oversubscribed

There are other schools in the area that have a lower PAN (30), and they should be reviewed first to bring them in line with other schools (60).

. we are overrun with school traffic at present,both vehicle and walking parents.we have requested our three councillors over this matter,things are suggested but to no avail we think that they unable to cope with the situation. Residents are really fed up about it. the traffic wardens do sometimes turn up,but never issue parking tickets it would be interesting to see how few they have issued,not many we are sure. The local public house has fitted chains across the entrances to stop school users from filling up their car park.

We the residents wish you to review this possible expansion with great care and show some consideration for Wrose Grove tax payers,please keep us informed of any resident consultations which may organised in the future.

Bad access to an already very busy school entrance. No parking. Heavy traffic already. School is already at capacity and is full.

I disagree that the school should be expanded and feel the admission number should remain at 60

My 2 children have attended this school and are now at Secondary school. There is not enough room to expand this school - knowing the school layout well. You would take away valuable outdoor playspace. The car park is not big enough for the additional teachers cars - its not big enough for the staff there now. The local streets are RAMMED with parents picking kids up at 3pm before you add additional children on. Residential parking is ignored, and there are never any council wardens to enforce when needed. There are plenty of schools who have 1 year group class instead of 2, (30 in a year instead of 60). Why are you not expanding those schools?

Parking for driving parents is already a problem. Increasing number of children I feel would put parent and children at risk of injury as no adequate parking as it is and so more people would park illegally.

I think 3 form entry schools are far too big. Low Ash was already struggling with finances and made staff redundant. I think it is a bad idea and will cause too much disruption to pupils already there.

Parking is a nightmare already which is dangerous for the children.

Parking is a big issue and already unsafe. More traffic will be a bigger hazard. A new school within the housing estate should be built for the residents. Lessons and classes will be disrupted. I strongly disagree with this proposal! Only 1 entrance into the school that's already too busy at school times.

There isn't enough parking and too much disruption to pupils.

Expanding the school would cause untold disruption to pupils learning, parking at pick up and drop off times is already an issue and would be made worse by adding more pupils. Access into and out of the school grounds through the small gate and corridor available is already very restrictive and at times akin to cattle being herded, adding more parents/pupils to this situation would only serve to worsen the issue.

Unless a large car parking area is created this expansion proposal is totally impractical. As it is the streets in the immediate area around the school are saturated at school times with vehicles abandoned all over the place, parking on pavements, double yellow lines, obstructing road junctions, causing chaos in such a way that there is likely to be personal injury to parents or children at any time.

In 2009 Swain House added an extra class each year to take children without schools. I note that this has stopped. Parking is bad near Low Ash. The playground is only large enough for the children it has. If further classes are built this will be worse. The hall is again just large enough. This extension will affect the children's education that go to this school. I understand a new primary school is due near Canal Road which will be sufficient.

Parking is dangerous already without adding more cars to the situation. School site is not big enough for more children, extension or no extension where will the playground be/will it hold that amount of children. Build a school elsewhere!

I have two children attending Low Ash Primary school. When I asked them how they felt about the school expanding this is what they said:

There will be nowhere to sit in the dinner hall as there is already not enough space.

There will be too many children at school and they will struggle to be able to find their friends at playtime, they said the reception children will find it very scary with such large numbers.

They will have to build on the playground making our playground smaller.

They said they were concerned about the building work interrupting their lessons and they are concerned about the cost of expansion as the school already struggles with funding.

Low Ash is a community local school. It has improved my children's education and abilities. The teachers provide full support and dedication and they are also very informative about your child. In my opinion expanding this school will only be disruptive and lower the support provided due to the increase. Parking is a very big problem. There are so many cars it is impossible to find a space already. Traffic is a nightmare to go to/from school. The traffic on a good day is up to Livingstone Road. Expanding the school and building new homes will cause endless disruption to the area. My children's journey has already increased from 15-20 mins from a few months ago. Due to building new homes in the area why is there not a new expanded primary school being built to accommodate the increase in population? Also, with the increased homes what is going to happen to the secondary school- is that also going to be expanded? I strongly disagree with the decision to expand.

I am writing to object to the proposed expansion of Low Ash Primary School. My reasons are that I feel the school is large enough and other schools do not have as many pupils as Low Ash does currently and feel they should be considered for expansion instead. I feel for small children the school is large enough and any larger would be very daunting. The

school is already stretched for funding. The crossing is already dangerous as the pavement is very narrow at the side of the Wrose Bull, any further increases will lead to an accident when children are crossing from the school, there is a real bottleneck. Parking is a real issue, more traffic will cause an accident. Parents already park all over Towngate, Snowden Road and the surrounding roads. Parents already park on corners, crossings and double yellow lines which is a real danger to pedestrians. If the school is expanded there will be even more traffic and ultimately an accident. If the school is expanded it will leave the children with less outdoor space to play in.

The school is already quite big and daunting for young children starting. The school is already stretched for funding. Parking is a real issue, more traffic will cause an accident. Parents park all over, even on corners crossings and double lines.

Neither agree nor disagree

Will there be any consideration given to traffic issues which will be worsened by increased numbers, we currently work with the school to find alternative parent drop off parking and the like, more pupils and parents will put further pressure on the already congested Wrose Road. Some funding may help in terms of signage and/or a voluntary one way.

I currently have two children who attend Low Ash Primary and live four streets away from the school, I feel serious consideration regarding parking near the school needs to be taken prior to a decision. As I say we live 4 streets away and people park on our road as well as others closer to school to take their children to the school. More and more people drive their children to the school rather than walk and the proposed housing developments listed are not in walking distance to the school therefore more people will drive their children to school. This is a serious safety issue as many cars park on the residents parking only street leading to the field at the side of the school ignoring the restrictions regarding parking on there - parking on the paths and blocking them so I and others have to walk our children on the road to get round them. As it is a narrow cul de sac drivers turn around in the road often going up onto the kerb as people are walking past. There will be a serious accident one day with the amount of traffic around the school without the addition of further vehicles. I feel this is a serious issue that requires looking at carefully and consideration of the residents who live locally to the school should be taken into account before making a decision.

Comments from Responses to Carlton Bolling Consultation 11.9.17 to 20.10.17

Agree with Proposal

You can count me as supportive. Excellent idea.

We have no concerns about these proposals and would support.

Due to a lot of traffic and it being very busy around the area I think with year 12 being changed to a different location it will lift a lot of pressure from teachers and public.

Disagree with proposal

Students at Post 16 age need a transitional period from school to university or work. From past experience students who go to college struggle with the transition much more as the support is not as readily available as numbers of students are much higher.

I feel that the current Yr 11 pupils have not been considered and that this decision may jeopardise their future studies.

My daughter will be starting sixth form in September 2018 and was looking forward to staying at Carlton Bolling for her higher education. If the sixth form is closed it would cause parents and children problems as it is our local secondary school and finding another sixth form would be difficult as the number of students looking for places at local sixth form colleges would increase by 300. And the local sixth form colleges will not be able to accommodate the increased number.

The sixth form should remain open as it is very convenient to send my kids to my local school. All our family kids have attended that school and it is so much more convenient for them to go to a local school. Also staying local saves me to give the kids more time instead of travelling further away which allows me to give my kids more time and concentrated on their studies. Also it is very convenient for me because the kids can make their own way in mornings and come back from school every day without me having to worry about transport. I think our family generation kids have all done so well from Carlton and I would be distraught for the kids to have to go elsewhere which would cause me a lot of problem with having to travel etc.

My child would feel more comfortable doing sixth form at her present school rather than moving to another college. Children sometimes find it difficult moving to a different environment, and starting all over again.

As the parent of my child who attends Carlton Bolling College, I am very disappointed to hear that the closing of 6th form is currently the topic of discussion. I feel as though this is not a fair decision, especially for all those students who are currently studying at Carlton and are wanting to continue to do 6th form. Students spend years forming relationships with teachers, staff and students and familiarise themselves with the school system & ethics, only then to find out that they may no longer have a choice to continue with their studies in this school and will have to start all over in a new school, which they may not even be accepted in. These days a lot of students are already struggling with further education, and College does not provide the same experience and attention like a school.

Pupils receive ongoing support in a familiar environment, easing the process to higher education, convenient for children already attending as there are no changes to their normal routine for travel.

This is our local school and college and it is very important that it retains its sixth form.

This is our local school we cannot have no college as it would impact us a lot

It is convenient for students to have a college in their local area. Students who attend Carlton also feel at ease to stay on into post 16 as they are settled. Stability is also a key factor for students to flourish in their studies. Carlton is a good school and should strive to be outstanding. Mr Kneeshaw can keep the college open and strive for better results.

Sixth form is very necessary for our children in this community and I absolutely disagree with the closure of sixth form.

It is a nearby school, majority of the people can access it and sixth form is a need of students.

If Carlton Bolling has sixth form and you are considering staying on you will be in a familiar environment surrounded by teachers and students you already know.

I feel sixth form at Carlton Bolling is very important to the local community.

I disagree as I think 6th form should still stay open. Carlton Bolling is an exceptional school as it promotes things that other schools did not that's what makes it special, however closing 6th form would be a mistake.

It allows students that were at the school from year 7-11 to easily go into 6th form as they know the school and staff.

FE Colleges and stand alone sixth form colleges do not give students the same level of support in their studies as schools with sixth form provision.

Neither agree nor disagree

Sixth Form colleges play a vital role in our young peoples' education and, in turn the economic competitiveness of the nation. If we cut education spending we impact on the long term future of the country. The most important aspect of education is its massive social benefits. Education is a social investment, "the great equaliser". Education enables social mobility, it enables opportunity, and it plants the seeds of aspiration in young people's minds. Cuts to further education funding and opportunity for young people will have a massive negative impact on our society as a whole.

Initial Equalities Impact Assessment

| | | |
|--|--|--|
| Department: School Organisation and Place Planning, Children's Services | Completed by (lead): Nina Mewse | Date of initial assessment: 10.10.17 |
| Area to be assessed: (i.e. name of policy, function, procedure, practice or a financial decision) | Report to the Executive requesting permission to publish Statutory Notices to expand Low Ash Primary School and close sixth from provision at Carlton Bolling College. | |
| Is this existing or new function/policy, procedure, practice or decision? | Decision | |
| What evidence has been used to inform the assessment and policy? (please list only) | | |
| Pupils forecasting, number of applications and appeals for the school. Sixth form review. | | |

| | | | | |
|---|---|---|---|-----|
| 1. Describe the aims, objectives or purpose of the function/policy, practice, procedure or decision and who is intended to benefit. | The use of Basic Need Funding would enable the Local Authority to work with Low Ash Primary School to increase the capacity of the school and enable it to admit additional pupils. There is a need to provide additional secondary school places, removing the sixth form to admit additional statutory aged pupils at Carlton Bolling would assist the Local Authority in its statutory duty of providing sufficient secondary school places. | | | |
| The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- (1) eliminate unlawful discrimination, harassment and victimisation; (2) advance equality of opportunity between different groups; and (3) foster good relations between different groups (see guidance notes) | 2. What is the level of impact on each group/protected characteristics in terms of the three aims of the duty? Please indicate high (H) medium (M), low (L), no effect (N) for each. | 3. Identify the risk or positive effect that could result for each of the group/protected characteristics? | 4. If there is a disproportionately negative impact what mitigating factors have you considered? | |
| Protected characteristics | Age | L | n/a | n/a |
| | Disability | L | n/a | n/a |
| | Gender reassignment | L | n/a | n/a |
| | Race | L | n/a | n/a |
| | Religion/Belief | L | n/a | n/a |
| | Pregnancy and maternity | N | n/a | n/a |
| | Sexual Orientation | L | n/a | n/a |
| | Sex | L | n/a | n/a |
| | Any other area | n/a | n/a | n/a |
| 5. Has there been any consultation/engagement with the appropriate protected characteristics? | | YES <input type="checkbox"/> | NO <input checked="" type="checkbox"/> | |
| 6. What action(s) will you take to reduce any disproportionately negative impact, if any? | | None required | | |
| 7. Based on the information in sections 2 to 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2) | | YES <input type="checkbox"/> | NO <input checked="" type="checkbox"/> | |
| Assessor signature: Nina Mewse | Approved by: | Date approved: | | |



Report of the Strategic Director of Place to the meeting of Executive to be held on 5 December 2017

AL

Subject:

Winter Service Plan 2017-18

Summary Statement:

The Council has a duty to develop and implement a winter service operational plan to ensure so far as reasonably practicable, that traffic keeps moving even in unforeseen weather conditions and that safe passage is not endangered by the presence of snow and ice.

This report details the arrangements in place to discharge this duty, outlines the changes to the plan which have been made as a result of the review of the Winter 2016-17 operation and details potential future changes that may be necessary to comply with the implementation of the new Code of Practice for Well Managed Highway Infrastructure in October 2018.

Steve Hartley
Strategic Director, Place

Report Contact: Richard Gelder
Highways Services Manager
Phone (01274) 437603
Email: Richard.Gelder@bradford.gov.uk

Portfolio:

Regeneration, Planning & Transport

Overview & Scrutiny Area:

Environment & Waste Management

1. SUMMARY

- 1.1 The Council has a duty to develop and implement a winter service operational plan to ensure so far as reasonably practicable, that traffic keeps moving even in unforeseen weather conditions and that safe passage is not endangered by the presence of snow and ice.
- 1.2 This report details the arrangements in place to discharge this duty, outlines the changes to the plan which have been made as a result of the review of the Winter 2016-17 operation and details potential future changes that may be necessary to comply with the implementation of the new Code of Practice for Well Managed Highway Infrastructure in October 2018.

2. BACKGROUND

- 2.1 The Council as Highway Authority has a statutory obligation under Section 41 and Section 58 of the Highways Act 1980 to maintain the highway. The introduction of new legislation (Railways and Transport Safety Act 2003, Section 111) extended the requirements of Section 41 of the Highways Act 1980 to place a duty on the Highway Authority to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice. Bradford Council undertakes a Winter Service on nearly 704 miles of roads within our network equating to 62% of the entire network.
- 2.2 To assist in meeting the legal requirements above the Department for Place produces an annual Winter Service Plan which describes what steps will be taken to maintain the local road network free from ice and snow as far as it is reasonably possible. The plan is primarily based on a route treatment hierarchy where priority routes have been determined depending on such factors as traffic volumes, bus routes, access to schools, shops and medical centres etcetera.
- 2.3 In 2001, a joint group, comprising DETR, LGA, National Assembly for Wales, Northern Ireland Roads Service, SCOTS, The Highways Agency and the Audit Commission published a document entitled 'Delivering Best Value in Highway Maintenance'. This document included a section entitled 'Winter Service' which set out recommendations on how a Highway Authority could meet their legal obligations regarding winter service economically, efficiently and effectively.
- 2.4 In July 2005 the Code of Practice for Highway Maintenance Management titled "Well maintained Highways" was published replacing "Delivering Best Value in Highway Maintenance". September 2013 saw a further and extensive update to Section 13 and Appendix H of the "Well-maintained Highways" document requiring Highway Authorities to develop an implementation plan for introducing a robust Winter Service within a ten year timeframe.
- 2.5 In October 2016 a new national Code of Practice, Well Managed Highway Infrastructure, was launched making 36 recommendations on the operation of

asset management and associated activities, including winter service operations, which must be adopted by authorities by the October 2018 deadline. The code requires that:

“Authorities should formally approve and adopt policies and priorities for Winter Service, which are coherent with wider objectives for transport, integration, accessibility and network management, including strategies for public transport, walking and cycling. They should also take into account the wider strategic objectives of the authority.”

- 2.6 The Civil Contingency Act 2004 requires a Local Authority as Category 1 responder to plan for a range of emergencies, including prolonged extreme or adverse weather. This Plan sets out how Bradford Council will respond to such situations; and its particular arrangements for maintaining, as far as is reasonably practicable, a free flowing highway network which is part of its Winter Service Policy.

3. OTHER CONSIDERATIONS

- 3.1 Winter Service deals with regular, frequent and reasonably predictable occurrences like low temperatures, ice and snow, as well as with exceptional events. Whilst the effects of climate change are likely to result in an increased frequency and intensity of severe weather events, these can be taken into account in Winter Service planning. Therefore any Winter Service Plan should be subject to an on-going regime of plan, deliver, review and improve.
- 3.2 The purpose of this plan is to clarify both the standard and extent of the Winter Service the Council will provide by:
- Maintaining key elements of the highway network and facilitating public transport's accessibility;
 - Assisting business continuity and resilience to other public sector and private sector service providers;
 - Confirming which areas will receive winter service provision;
 - Providing residents, community groups and businesses with information to ensure they can adequately prepare themselves.

Review of the Winter Service Plan 2016-17

- 3.3 As part of the development of the 2017-18 plan a review of the Winter Service for 2016-17 was undertaken. This review looked at all aspects of the service delivery arrangements including administrative and management arrangements, utilisation of plant and equipment together with the priority treatment network.
- 3.4 Members may recall that the 2016/17 budget process approved a reduction in the overall percentage of the network receiving Priority 1 gritting treatment from 62% to 50% with a further planned reduction for the 2018-19 season. As part of the 2016-17 budget process Executive pro-actively approved the

allocation of additional funding to winter maintenance service. This funding was used to restore some routes which had previously been removed as well as facilitating the enhancement of the local gritting team initiative.

- 3.5 In preparation for the 2017-18 season and through service procurement efficiencies, a review of resilience of salt stocks and the redesign of gritting routes using new route planning software the winter service has been able to achieve the 2016-17 budget savings whilst achieving a treatment percentage of 62% of the highway network. By comparison other West Yorkshire authorities treat a lesser percentage of their networks as illustrated in the table below:

| Authority | Percentage of Network Receiving Priority Treatment |
|--------------------|---|
| Leeds City Council | 42% |
| Calderdale MDC | 60% |
| Kirklees MDC | 60% |
| Wakefield MDC | 50% |

Salt Stock

- 3.6 As described above the Winter 2016-17 review also considered the resilience of the Authority in terms of its stock piled reserves of road salt based on historic levels of usage over the previous 8 years. Over this period, average salt use was 13,000 tonnes with specific peak use being during the winters of 2009-10 and 2012-13, however, by comparison the average over the last 3 years has been 9,800 tonnes. At the start of each winter season the service holds reserves of road salt sufficient to provide in excess of 30 days resilience (compared to the recommended resilience reserve of 12 days).
- 3.7 The reduction in use of road salts over the previous 3 year average can in part be attributed to the milder winters where significant periods of freezing or snow conditions have not been as prevalent or prolonged. Additionally, the use of more accurate methods of controlling the spreading of grit have contributed to a reduction in the amount of material used per treatment.
- 3.8 The review therefore concluded that a small reduction in reserves from the previous 28,500 tonnes to 24,800 tonnes through a reduction in stock piles at Wakefield Road depot and the removal of the stores at Stubden would not adversely affect the provision of an effective service.

Gritting Volunteers Scheme

- 3.9 A Member's review of gritting was carried out in September 2017 and facilitated by the Portfolio Holder. In addition to considering the general service provision during the preceding winter season the group specifically considered the introduction of a gritting volunteers scheme and the use of grit

bins. A number of specific recommendations were made as a result of this Member review including:

- a) Development of a GIS layer to show the location of grit bins in the district together with areas which are covered by any grit volunteer scheme.
- b) Involving members on the development of any proposed changes to gritting routes in the future, specifically at the ward level.
- c) The operational arrangements for any gritting volunteer scheme including the requirement for a 'Champion' or lead volunteer.
- d) Training provision for any winter gritting volunteers including the introduction of a communication system for gritting volunteers advising them of the Council's daily response action plan.
- e) Providing clarity on the Council's Grit bin policy, including clarity on how the Council will deal with any grit bins which are provided by third-parties in terms of replenishment of grit in the winter season.

3.10 The above recommendations were considered in the development of the 2017-18 Winter Service Plan as follows:

- a) The 2017-18 Winter Service Plan now shows on the Priority 1 network maps the location of all grit bins (which the Council are aware of) which are deployed on the highways network. As gritting volunteer groups are established this information will be included within the mapping software and included in subsequent iterations of the plan.
- b) It was not possible to fully involve local ward members in the development of winter gritting routes for the 2017-18 season but arrangements have been made to ensure that full engagement will occur in any future planned changes (as required by the new Code of Practice).
- c) A draft structure for the Winter Gritting Volunteer schemes will be developed in conjunction with the Area Officers during the Winter 2017-18 season and details incorporated in the 2018-19 Plan.
- d) A trial of the GovDelivery email system to communicate the daily action report to gritting volunteers will be instigated as and when volunteer groups are registered with the Council.
- e) The 2017-18 Winter Service Plan includes (in Appendix 8) details of the Council's approach to deployment of grit bins which provides clarity on how the Council assesses suitable locations for its grit bins.

3.11 It has been noted that Parish and Town Council's have previously, or are currently in the process of purchasing grit bins at a cost of £100 each to service a perceived local need. Replenishment of any grit bin costs the Council £25 / refill which is inclusive of material, plant and labour costs. The

policy contained in the Winter Service Plan therefore clarifies the Council's approach to deployment of externally procured bins together with its level of responsibility for their on-going replenishment. Similarly, the policy describes how the Council will deal with requests for grit bins from members of the public.

Weather Forecast Service

- 3.12 As part of a West Yorkshire collaboration a combined contract for Road Weather Information Bureau Services was tendered during 2017. This contract was awarded to Meteogroup and Viasala Weather Bureau who now provide weather information and forecasting to the authority on a daily basis through the winter risk period. This contract has provided a saving in costs to the Council of approximately £9,000 on its previous arrangements.
- 3.13 With the change in Weather Information Bureau Services the plan has been updated to reflect the revised arrangements which are now operational for the provision of weather forecasting information and the resulting decision making activities by the winter maintenance team on whether or not treatment of the network is required.

New Code of Practice

- 3.14 As described previously a new Code of Practice (Well Managed Highway Infrastructure) was launched by the Department for Transport in October 2016. This code contains 36 recommendations relating to the approach to be adopted by highway authorities in managing their highway assets. A section of this code specifically relates to the Winter Service operations and makes recommendations in relation to the development of a Winter Service plan. The 2017-18 plan has, as far as possible, adopted these recommendations but due to the nature of some of the recommendations it has not been possible to fully implement all recommendations, specifically those relating to:
- a) Extended communication of the Winter Service Plan;
 - b) Inclusion of diversion routes in the event of closures of major routes;
 - c) Use of risk assessments to establish which routes should be included in the Priority treatment programmes. In particular the treatment of footways and cycle routes must be considered taking into account the risk to all highway users and consideration of the available resources;
 - d) Inclusion of training plan proposals for staff involved in the provision of the winter service including both formal qualifications and practical experience training;
 - e) Salt management and arrangements for salt storage; and
 - f) Arrangements for the post-season review of winter service operation and demonstration of improvements in the plan as a consequence of the review.

These arrangements will be fully developed for the 2018-19 Winter Service Plan.

4. FINANCE & RESOURCE APPRAISAL

4.1 The cost of the Winter Service for 2016-17 was £816,409 against a budget of £859,500. A budget of £840,700 has been set for 2017-18. However, as has been noted previously the level of expenditure within any winter season is heavily dependent of weather conditions and previous levels of service cannot be relied upon to provide an indication of the necessary planned level of service in the forthcoming year.

4.2 Resources for the delivery of the Winter Service are provided generally from within the Highway Delivery Unit of the Planning, Transportation & Highways Service. These resources are supplemented by Parks & Landscape staff to undertake footway treatment and in times of severe weather events can be supplemented by private sector resources.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The Winter Service Operational Plan contains a decision making matrix for the application of the winter service response which ensures that this is delivered in accordance with the national code of practice for winter service provision.

6. LEGAL APPRAISAL

6.1 Sections 41 and 51 of the Highways Act 1980 state that the Highway Authority has a statutory duty to main maintain the highway and must at all times take reasonable care to ensure that the highway is not dangerous. Section 150 of the Highways Act 1980 imposes a duty upon authorities to remove any obstruction on the highway resulting from “accumulation of snow or from the falling down of banks on the side of the highway or from any other cause”.

6.2 The Railways and Transport Safety Act 2003 (section 111) has inserted an additional section (41(1)) to the Highways Act 1980 which places a duty on Highway Authorities in respect of winter conditions. In particular, it states ‘a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice’.

6.3 All the actions proposed are within the Council’s powers and/or duties as Highway Authority. There are no direct legal implications.

7. OTHER IMPLICATIONS

7.1 Equality & Diversity

The provision of the winter maintenance service considers the needs of vulnerable groups and isolated communities.

7.2 Sustainability Implications

The winter maintenance service contributes to the sustainability of the District by ensuring that vital road links remain viable during winter conditions.

7.3 Greenhouse Gas Emissions Impacts

There are no greenhouse gas emissions impacts arising from this report.

7.4 Community Safety Implications

A robust and deliverable winter maintenance policy contributes towards ensuring community safety in periods of adverse weather. The winter maintenance service makes a huge contribution to the safety of the travelling public. As far as practicable, measures should contribute to protect as many as possible with particular consideration being given to the most vulnerable.

Failure to maintain a robust and deliverable winter policy/plan could jeopardise the Council's ability to comply with its legal duty to maintain its highway in periods of adverse weather.

7.5 Human Rights Act

There are no direct implications arising from this report.

7.6 Trade Union

There are no trade union implications associated with this report.

7.7 Ward Implications

There are no ward implications arising from this report.

7. NOT FOR PUBLICATION DOCUMENTS

7.1 None

8. OPTIONS

8.1 Executive may decide to adopt the proposed Winter Service Plan 2017-18 as appended to this report; or

8.2 Alternatively, Executive may decide to modify the contents of the Winter Service Plan 2017-18 prior to its adoption.

9. RECOMMENDATIONS

9.1 That Executive approves the adoption of the Winter Services Plan 2017-18 and that a copy of the approved plan be placed on the Council's website in accordance with the requirements of the revised Code of Practice.

9.2 That the Winter Service Plan 2018-19, which is fully compliant with the recommendations in the revised Code of Practice be presented to Executive prior to the commencement of the winter service 2018-19.

10. APPENDICES

- 10.1 Appendix A – Winter Service Plan 2017-18
- 10.2 Appendix B – Winter Service Plan – None Technical Summary
- 10.3 Appendix C – Equalities Impact Assessment

11. BACKGROUND DOCUMENTS

- 11.1 Winter Preparedness - Report of the Assistant Director, Transportation and Highways to the Regeneration and Economy Overview & Scrutiny Committee dated 16 September 2010.
- 11.2 Winter Maintenance Preparedness – Report of the Strategic Director of Regeneration to the meeting of Executive dated 3 December 2010.
- 11.3 Review of Winter Service – Report of the Assistant Director Planning, Transportation & Highways to the Regeneration and Economy Overview & Scrutiny Committee dated 7 July 2011.
- 11.4 Update on Winter Service Review - Report of the Strategic Director of Regeneration and Culture to the meeting of Regeneration and Economy Overview & Scrutiny Committee dated 27 September 2012.
- 11.5 Highways Act 1980, Section 41 and 58.
- 11.6 The Railways and Transport Safety Act 2003, Section 111
- 11.7 Code of Practice for Highway Maintenance Management – ‘Well Managed Highway Infrastructure.
- 11.8 Winter Service Guidance for Local Authority Practitioners, October 2010
- 11.9 National Winter Service Research Group (nwsrg.org)
- 11.10 Initial Equalities Impact Assessment



Equality Impact Assessment Form

| | | | |
|-----------------------|----------------|------------------------|------------|
| Department | Place | Version no | 1.0 |
| Assessed by | Richard Gelder | Date created | 08/11/2017 |
| Approved by | Julian Jackson | Date approved | 23/11/2017 |
| Updated by | | Date updated | |
| Final approval | | Date signed off | |

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.

Winter Service Plan 2017-18.

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

The aim of the Winter Service Plan is to ensure that City of Bradford Metropolitan District Council as Highway Authority fulfils its legal obligations contained in the Highways Act 1980.

The Winter Service Plan states how the Council will maintain the highway network of carriageways, footways and cycle routes during periods of cold weather, when ice and/or snow may be expected to disrupt movement on the highway network throughout the district.

The Winter Service Plan for 2017-18 has been updated to include changes to the following aspects of the previous arrangements, namely:

- Definition of the Priority treatment network.
- Review of salt stocks and resilience.
- Grit bin policy.



- Arrangements for weather forecasting and bureau services.
- Recommendations of Winter Service Plan arrangements arising from the new Code of Practice: Well Managed Highway Assets published in October 2016.

The Winter Service aims to ensure that during periods of cold weather carriageways, footways and cycle routes are maintained free from ice and snow, where practicable, and within financial constraints. The Service is the council’s response to the Highways Act 1980 and other legislation obliging the council to deal with snow, ice and other obstructions on the highway.

The desired outcome of the Service is that delays and accidents are prevented on the highway network. This will then minimise the number of claims made against the authority for failure to carry out its legal obligations, thereby saving the council tax payers money. The Service will also minimise personal injuries with consequential benefits for individuals who could have been injured in hazardous conditions. The Service is planned to maintain access to all parts of the City as far as possible during the periods of inclement weather so that normal life can continue for all citizens.

The Service improvements outlined in the new Strategy are aimed at improved coverage of the network and better ability to respond to changes in weather and marginal forecasts.

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 Winter Service is planned to treat all communities equally and provide good access into each local area irrespective of weather conditions. By treating bus routes as a priority which cover the city fairly uniformly the Service provides an equal service for everyone. There is no specific data on how the policy affects various sectors of the community. The Council’s website and use of social media provide avenues for anyone to communicate with the Council in relation to winter operations.

- 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.**

No



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

There is no information available.

However, with finite resources to carry out the service, only those parts of the network meeting the criteria are included. This may mean that certain groups of citizens or isolated communities who encounter problems where the network is not routinely treated. In this situation grit / salt bins may be provided to allow ‘self-help’

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)

| Protected Characteristics: | Impact (H, M, L, N) |
|-----------------------------------|--------------------------------|
| Age | M |
| Disability | M |
| Gender reassignment | N |
| Race | N |
| Religion/Belief | N |
| Pregnancy and maternity | N |
| Sexual Orientation | N |
| Sex | N |
| Marriage and civil partnership | N |
| Additional Consideration: | |
| 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.)

Mitigation includes provision of a wide range of outward facing communications on salting provision, including the dates, times and routes covered.

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.

None.

Section 4: What evidence you have used?

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

All complaints about the service are kept on a database and reviewed as the winter season progresses. It has been identified that there are specific risk groups and that these groups need to be considered by specific managers.

- Clients of Social Services Department
- Clients of the Health Authority
- Council buildings
- Schools and other educational buildings

4.2 Do you need further evidence?

No.

Section 5: Consultation Feedback

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

The Service has undertaken briefings of Area Committees, Parish Councils and some local rotary clubs following the 2016-17 season. These briefings have provided information on the Council's Winter Service Plan arrangements and how various forms of treatment actually deal with the accumulation of snow and ice. They have provided a useful forum to help the Service address mis-conceptions about how the Council responds in winter to difficulties of residents and communities moving around Bradford.

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

The arrangements for Winter Service have been communicated effectively to representatives of the local community to aid understanding and reduce potential complaints about lack of service provision.

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

None.



City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

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.

None

HIGHWAY MAINTENANCE WINTER SERVICE OPERATIONAL PLAN

2017 - 2018

A Guide to Highway Policies
and Procedures



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The wording in this publication can be made available in other formats such as large print. Please call 01274 437603

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Introduction

This Winter Service Operational Plan describes the arrangements for the Winter Service operated by City of Bradford Metropolitan District Council and has been produced in accordance with the requirements of the national “Code of Practice: Well Managed Highways Assets” published in October 2016.

The contents of the Winter Service Operational Plan describe the arrangements which have been put in place for the Winter 2017-18 season which commences in October 2017 and runs through to the end of March 2018.



1. WINTER RISK PERIOD

1.1 The Winter Risk Period runs from the 1st October until 30th April with a low risk period from 1st October until mid November and mid March to the end of April with monitoring of weather information and data throughout the whole period.

1.2 Bradford MDC operates one of the largest Winter Maintenance operations in the UK for a Metropolitan District Council. On a normal gritting run there are 24 routes driven over a total of approximately 704 miles, which accounts for 62% of the Highway Network.

1.3 All the drivers are in-house, the largest percentages of drivers are from the Highway Maintenance Section and also several drivers are from the Parks and Cleansing Division and supported by two contractors. Teams operate from four depots; Wakefield Road, Queensbury, Keighley and Ilkley.

1.4 Winter Maintenance is an expensive operation and the Department of Place continues to investigate new methods of treatment and/or systems that may offer opportunities to reduce costs. More details are shown in the attached gritting tree (SEE APPENDIX 1).

1.5 The geography and topography of the district makes the winter maintenance operation challenging, most notably because Bradford is situated in a very hilly and highly populated location.

1.6 Local district centres range in altitude from Queensbury at over 1,100ft. above sea level to 325ft. above sea level at Bradford City Hall with locations such as Odsal Top (696ft.), Buttershaw (867ft.), Woodside (760ft.), Wyke (600ft.), Clayton (700ft.) in the south all being above the 500ft 'snow line' altitude. Whilst in the north of the district population centres of Allerton (750ft.), Oakworth (800ft.), Denholme (984ft), Haworth

(750ft.) and Cringles at Silsden (760ft.) contrast with Keighley town centre which is at an altitude of 271ft.

1.7 It is estimated that 50% of the district's population live at or above 500ft above sea level.

1.8 Operationally for the Winter Service function the Pennine side of the district which includes the settlement of Oxenhope, Denholme and Queensbury are the most problematic to service during severe weather due to their rural settings (SEE APPENDIX 2).

1.9 In the wake of the severe winters, between 2009 and 2010 the Government commissioned a report named the Quarmby Review which reviewed the national response to severe and prolonged weather events. The key focus of the recommendations from the Quarmby review was to develop:

- **Greater resilience in Salt stocks** - In periods of extreme weather the relevant authorities (Local Highway Authorities) are not constrained in their use of Rock Salt.
- **Establishment of data Collection Systems** - Improve co-ordination and dissemination of research and specifically a review of technical standards and guidance, which would lead to more effective and efficient use of salt.
- **A requirement for all LHAs to review their Winter Service Plans** - Ensuring links with wider resilience planning; consultation on improving information about these plans.

- **Improve communications during periods of bad weather.**
- **Work with other Councils and the community** - to improve responses to snow events.

This Winter Service Plan will show where all the areas for continuous improvement have been made and seek approval of this council.

History of Gritting (2009 - Present)

1.10 During the past eight years there have been two significant winter periods where conditions have merited significantly more intensive and frequent treatment to the network as illustrated in the table below:

| YEAR | NUMBER OF NETWORK TREATMENTS | TOTAL SALT USED (TONNES) |
|-------------|------------------------------|--------------------------|
| 2009 - 2010 | 106 | 21,000 |
| 2010 - 2011 | 85 | 13,300 |
| 2011 - 2012 | 73 | 12,500 |
| 2012 - 2013 | 117 | 22,000 |
| 2013 - 2014 | 45 | 6,300 |
| 2014 - 2015 | 68 | 14,800 |
| 2015 - 2016 | 36 | 7,700 |
| 2016 - 2017 | 40 | 6,900 |

The Law

1.11 The Highways Act 1980 Sections 41 and 58 states that the Highway Authorities have a statutory duty to maintain the highway and must at all times take reasonable care to ensure that the Highway is not dangerous.

1.12 Section 150 of the Highways Act 1980 imposes a duty upon authorities to remove any obstruction on the highway resulting from “*accumulation of snow or from the falling down of banks on the side of the highway or from any other cause*” The railways and Transport Safety Act 2003 (section 111) has inserted an additional section (41(1)) to the Highways Act 1980 which places a duty on Highway Authorities in respect of winter conditions. In particular, it states:

“ A Highway Authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice. ”

(Note that this is not an absolute duty given the qualification of ‘reasonable practicability’ and that the description ‘Highway’ applies to both carriageways and footways).

2. ROUTE PLANNING FOR CARRIAGEWAYS AND FOOTWAYS

Carriageway Routes for Pre-Treatment

PRIORITY 1:

MAIN ROADS (SEE APPENDIX 3)

2.1 The salting network identified for precautionary treatment are designed either to prevent the formation of ice in frost conditions or prevent snow or freezing rain from bonding to the road surface. This includes all classified roads (A, B and C roads) heavily trafficked routes, bus routes, roads connecting isolated communities, Strategic residential / estate link roads, access to hospitals, schools, police, stations ambulance stations, fire stations and known trouble spots e.g. Steep gradients, tight bends, exposed areas and wet spots. (i.e. before road temperatures reach 0° centigrade freezing).

2.2 Under the Priority 1 plan the gritting operation treats 24 routes over a total distance of 704 miles which is 62% of the Highway network. Each route accounts for approximately 30 miles and is completed within 2 hours 50 minutes depending on traffic flow.

PRIORITY 2:

SIDE ROADS

2.3 These routes include minor estate roads, other bus and school routes that are of a varied width and not always capable of carrying two way traffic and are generally in built up residential areas with a high population. These roads are only treated once the operational managers are confident that the Priority 1 network has been attended to.

PRIORITY 3:

RAPID RESPONSE / PLOUGHING ROUTES

2.4 These routes are treated under a Rapid Response Plan / Ploughing Routes when there is a possibility of a severe weather forecast which includes the threat of sudden ice conditions or imminent snow fall. These routes are shorter than the Priority 1 routes and should be treated within one hour of commencement.

PRIORITY 4:

NIGHT PATROL OR ICE PATROL FUNCTION

2.5 From the start of the winter maintenance season the operation has 1 or 2 Gritters on standby everyday, available from 22:00 pm until 07:00am to patrol the network when the temperature and/or weather forecast is marginal.

2.6 These night patrol units are deployed to areas of high ground on the network usually above 500 feet and will also treat prescribed wet spots where water has the potential to run off fields and freeze, causing ice patches on the carriageway when weather forecasts are marginal for freezing conditions. They also attend emergency water leaks where there is a risk of icy patches.

Footway Routes including Footbridges and Other High Risk Pedestrian

PRIORITY 1- F

2.7 Footway Gritting - consists of 7 dedicated routes covering the city centre in Bradford, town centres in Shipley, Baildon, Bingley, Keighley and Ilkley. The footways treated in the city and town centre are pedestrian areas, busy urban shopping and business areas, transport interchanges, public buildings and outside St Lukes, Bradford Royal Infirmary (BRI) and Airedale hospital at Keighley. These footways are treated during periods of prolonged frost and ice or snow events.

2.8 Staff from the Parks and Landscapes section carry out footway treatment in the City/Town centres using a white marine salt. They operate only over a 12 week period, usually from the start of December to the end of February. However, they will mobilise during periods of prolonged frost and snow events.

PRIORITY 2 - F

2.9 These footways are of medium usage routes through local areas, used by the public to access local shopping areas, post offices, medical centres and school routes in busy residential areas and villages. Priority 2 footway gritting routes will be gritted after all Priority 1-F routes are completed and resources are available.

2.10 Hand gritting of all other priority areas will be carried out as and when resources become available.

Response and treatment times for carriageway treatments

2.11 The Service plans and monitors its performance during the winter season in relation to response times and treatment times. The response time is the period between a decision being taken to commencement treatment by the Winter Operations Manager and the vehicles leaving the winter service depots. The treatment time is the period between the vehicles leaving the winter service depots and the completion of the treatment of the priority route.

2.12 The target response time for the treatment of carriageway routes is 1 hour. The individual target treatment times for Priority 1 routes is 2 hours 50 minutes.

2.13 Priority 2 routes should be completed within a target of 6 hours.

2.14 Priority 3 routes are treated within a target window of approximately 1 hour and 30 minutes.

Response of treatment times for Footway Routes

2.15 The target response time for Priority 1 Footway Gritting Route is 1 hour with a treatment time for the Priority 1 footways of 2 hours per route.

2.16 Priority 2 Footway routes will commence at the discretion of the Winter Operations Manager and only when the Priority 1 routes are completed. There are no specific targets for these routes.

Allocation of Plant, Vehicles, Equipment and Materials to Routes

2.17 The Priority 1 network covering 24 routes is gritted by:

| NUMBER OF VEHICLES | TYPE OF VEHICLE |
|--------------------|--|
| 1 | 20 tonne Bulker (Fixed gritter body with body and plough) |
| 8 | 17 tonne Bulker with plough |
| 9 (4 hired) | 17 tonne with demountable gritter backs and plough attachments |
| 2 | Tractor / trailer / trailer gritters with plough |
| 4 | 7.5 tonne Multi-spreader |

All the above vehicles are fitted with G.P.S Tracking systems which include information relating to spread rates and spread patterns.

2.18 The fleet also has back up vehicles which are deployed on Priority 2 Routes in severe weather.

| BACK UP VEHICLES | TYPE OF VEHICLE |
|------------------|---------------------------------------|
| 2 | 17 tonne bulker |
| 1 | 17 tonne demountable body with plough |
| 4 | 10 tonne multi-spreaders |
| 6 | Tractors and bobcats with ploughs |
| 3 | 7.5 tonne multi spreader |

2.19 Priority 1 Footway routes are gritted by 9 No x Kubota (small tractor) with spreaders which are provided and operated by staff from the Parks and Landscape Section.

2.20 Priority 4 networks are patrolled by 2 x 17 tonne Bulklers deployed from Stockbridge and Wakefield Road depots.

Allocation of Plant, Vehicles, Equipment and materials during periods of Severe Weather

2.21 During periods of severe weather (or protracted periods) the Winter Service Operations Team will call in addition plant and staff resources from the Private Sector. Currently, arrangements exist with local private-sector providers to bring the following additional resources into the Winter Maintenance operation:

| NO. OF VEHICLES | TYPE OF VEHICLE / DRIVERS |
|-----------------|---|
| 2 | Snow blowers |
| 6 | Tractors with snow ploughs |
| 2 | Bob cats |
| 10 | JCB's |
| 7 | Footway kubota / tractors |
| 5 | Bulk gritters |
| 23 | Gritter drivers |
| 41 | Operatives – hand gritting – snow clearance |

Location and Maintenance of Grit Bins

2.22 Currently on the Bradford network there are in excess of 500 grit bins deployed which are predominantly located in the north of the district as illustrated in the table below:

| PARLIAMENTARY CONSTITUENCY AREA | NUMBER OF GRIT BINS |
|---------------------------------|---------------------|
| Bradford West | 46 |
| Bradford South | 80 |
| Bradford East | 90 |
| Keighley | 141 |
| Shipley | 161 |

2.23 The Council will maintain a computerised register of all grit bins on its network in the form of a GIS map layer. There are currently 550 grit bins deployed on our network.

2.24 Deployment of grit bins is seen as essential to ensuring that those areas of the network which are not covered by the Priority gritting routes have a facility for treatment by local residents / road users in periods of wintery conditions.

Applications for New Grit Bin Sites

2.25 The Council will assess any application for a new grit bin in line with an approved criteria assessment matrix (below) which adopts a risk based approach to the assessment of locations. The use of this assessment matrix will ensure that only those locations where the greatest risk of danger to the public are prioritised for deployment of grit bins. It is worth noting that if a site meets the criteria requirement a grit bin will only be provided by the Council where budgets permit.

Application Procedure

2.26 Where a member of the public feels that the need for a grit bin is warranted an application for a grit bin can be made via the Customer Contact Centre or Council website which must detail the proposed location together with confirmation of arrangements for use of grit during winter periods. Where a location can be serviced by a Winter Gritting volunteer group and a Champion (or lead volunteer) can be identified in the application this will be appropriate accommodated in the assessment matrix.

2.27 An assessment of the site is undertaken by Council officers and where the acceptance criteria is met the location is added to the list of sites for grit bin deployment which will be addressed as and when budgets permit.

2.28 If the member of the public feels that the need is of such urgency they may pay for a grit bin to be installed at a cost of £100. This cost will include the purchase of the grit bin and an initial filling following deployment.

“ Currently on the Bradford network there are in excess of 500 grit bins. ”

Council Responsibilities for Grit Bins

2.29 Grit bins which have been provided by the Council will be assessed at the start of each winter season and any repairs to the fabric of the grit bin which are identified repaired or the bin replaced as appropriate. Where a bin has been provided by an independent third party (including Town and Parish Councils) the necessity for repair and replacement of the bin will be communicated to the respective party.

2.30 All grit bins identified on the GIS map layer which are in serviceable condition will be filled at the start of the winter season. Bins which are not in serviceable condition will not be filled until all necessary repairs are undertaken.

2.31 On-going replenishment of supplies will then take place as and when resources permit throughout the winter season (October to March). It should however be noted that this replenishment will take a lower priority to the treatment of Priority 1 and Priority 2 routes and consequently if resources do not permit the Council may not be able to replenish supplies in all locations throughout the season. In all cases those locations which have an active Winter Gritting Volunteer team will take precedence for replenishment. During periods of prolonged severe weather staff from Street Cleansing will be deployed to restock grit bins.

2.4. Replenishment of any grit bin may be funded externally to the Council at any time through the winter season for a charge of £25 payable in advance.

3. WEATHER PREDICTION AND INFORMATION

Road Weather Information Bureau Services

3.1 Bradford Council as part of the West Yorkshire Combined Authority has contracted Meteogroup and Viasala Weather Bureau to provide weather information and forecasting to the authority on a daily basis during the winter risk period from the start of October to the end of April. The forecast is updated or confirmed on a regular basis during the 24 hour period.

3.2 Meteogroup will e-mail the daily Specialist Road Weather forecast to the Winter Service Officer. The weather information is web based and password protected.

Road Weather Stations

3.3 Weather forecasting for the district is monitored from 2 weather situations located at Queensbury and Silsden which feeds Road surface temperatures to the Viasala Weather Bureau. Weather information for Meteogroup is also gathered from these two stations along with their own weather forecasting models. The data available from the outstations can be presented in both graphic and tabular formats that include:

- a) Road surface temperature
- b) Air temperature
- c) Wind and speed direction
- d) Precipitation
- e) Surface state (including level of salt present on the road surface).

The Decision Making Process

3.4 The decision to carry out Winter Service operations and the type of operation to be carried out (e.g. pre-gritting of all routes or to run off and wet spot gritting) is made by the Winter Service Officer, along with the Winter Operations Manager on duty, after consulting the 24-hour Specialist Road Weather Forecast Information supplied by Meteogroup and the weather stations together with any additional information from the West Yorkshire Authorities.

Information to be Provided

3.5 The information provided to make a decision on Winter Service Operations is provided by Meteogroup and also direct access to the information from the outstations, which improves the accuracy of their forecasts. The Specialist Road Weather Forecast includes:

- a) **Monitoring Summary- available from around 06:00 hrs. The forecast is for the next 36 hours.**
- b) **Main lunchtime forecast – available from 12:00hrs. This forecast contains a graphic and text forecasting giving details and confidence of hazards including ice, hoar frost, snow, fog, strong winds to rainfall. Wind speeds and direction, road state and snow depth accumulations at various altitudes predictions can all be provided.**
- c) **A 5 day and 15 day forecast of expected hazards of ice, hoar frost, snow, fog, strong**

winds and rainfall together with comments on the outlook.

d) Evening Update-available from around 18:00 hours. The forecast is for the next 36 hours.

3.6 Meteogroup carry out a 24 hour monitoring of conditions and if these vary significantly they will contact the Winter Service Officer to advise of the change and, where appropriate, will issue an updated forecast.

Sample of weather forecast from Meteogroup

| date time | weathertype | precip-prob. (%) | precip (mm/hour) | Snow (cm/hour) | snowfall height (m) | temperature 1,5m (°C) | road temp. (°C) | road condition | dewpoint (°C) | rel. hum. (%) | cloud iness (8/8) | wind direction | windspeed (mph) | windgust (mph) |
|----------------------|---------------|------------------|------------------|----------------|---------------------|-----------------------|-----------------|----------------|---------------|---------------|-------------------|----------------|-----------------|----------------|
| Thu 9 February 2017 | | | | | | | | | | | | | | |
| 13:00 | mostly cloudy | 50 | 0.0 | 0 | 100 | -0.1 | 2.2 | D | -2.6 | 83 | 7/8 | e | 24.2 | 27.8 |
| 14:00 | overcast | 55 | <0.1 | <0.1 | 100 | 0.0 | 2.0 | D | -2.9 | 81 | 8/8 | e | 21.9 | 22.8 |
| 15:00 | overcast | 5 | 0.0 | 0 | 95 | -0.3 | 1.4 | D | -3.2 | 81 | 8/8 | e | 18.4 | 19.1 |
| 16:00 | overcast | 10 | 0.0 | 0 | 90 | -0.6 | 0.5 | D | -3.4 | 82 | 8/8 | e | 15.0 | 21.9 |
| 17:00 | mostly cloudy | 10 | 0.0 | 0 | 80 | -0.9 | -0.3 | D | -3.3 | 84 | 7/8 | e | 15.0 | 23.1 |
| 18:00 | mostly cloudy | 20 | 0.0 | 0 | 30 | -1.1 | -0.8 | D | -3.0 | 87 | 7/8 | e | 13.8 | 23.7 |
| 19:00 | mostly cloudy | 20 | 0.0 | 0 | 0 | -1.3 | -1.1 | D | -2.8 | 89 | 7/8 | ene | 13.8 | 23.8 |
| 20:00 | mostly cloudy | 15 | 0.0 | 0 | 0 | -1.4 | -1.3 | D | -2.8 | 90 | 7/8 | ene | 13.8 | 23.7 |
| 21:00 | mostly cloudy | 15 | 0.0 | 0 | 0 | -1.5 | -1.4 | D | -2.8 | 91 | 7/8 | ene | 12.7 | 23.5 |
| 22:00 | mostly cloudy | 20 | 0.0 | 0 | 0 | -1.6 | -1.4 | D | -2.8 | 91 | 7/8 | ene | 12.7 | 22.6 |
| 23:00 | mostly cloudy | 20 | 0.0 | 0 | 0 | -1.6 | -1.5 | D | -2.7 | 92 | 7/8 | ene | 11.5 | 21.2 |
| Fri 10 February 2017 | | | | | | | | | | | | | | |
| 00:00 | mostly cloudy | 25 | 0.0 | 0 | 0 | -1.7 | -1.6 | D | -2.7 | 93 | 7/8 | ene | 11.5 | 20.3 |
| 01:00 | light snow | 20 | 0.2 | 0.2 | 0 | -1.8 | -1.7 | S | -2.8 | 93 | 7/8 | ene | 11.5 | 20.5 |
| 02:00 | light snow | 20 | 0.2 | 0.2 | 0 | -1.9 | -1.9 | S | -2.8 | 93 | 7/8 | ene | 11.5 | 20.8 |
| 03:00 | light snow | 20 | 0.2 | 0.2 | 0 | -2.0 | -2.0 | S | -2.8 | 94 | 7/8 | ne | 11.5 | 21.1 |
| 04:00 | light snow | 25 | 0.2 | 0.2 | 0 | -2.0 | -2.1 | S | -2.8 | 94 | 7/8 | ne | 12.7 | 21.1 |
| 05:00 | light snow | 25 | 0.2 | 0.3 | 0 | -2.0 | -2.1 | S | -2.8 | 94 | 7/8 | ne | 12.7 | 20.9 |
| 06:00 | light snow | 25 | 0.2 | 0.3 | 0 | -1.9 | -2.0 | S | -2.8 | 93 | 7/8 | ne | 12.7 | 20.9 |
| 07:00 | light snow | 25 | 0.1 | 0.2 | 0 | -1 | | | | | | | | |

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issue: Thursday 9 February 12:00



Night Patrol Function and Ice Patrol Function

3.7 At the discretion of the Winter Service Officer, a Night Patrol function will be carried out by, an emergency Call out Officer working alongside the Winter Operations Manager to verify or amend the forecast temperatures.

Timing and Circulation of Information

3.8 The decision on the Winter Service Operations to be carried out over the next 24 hours is made by 14:00 hrs (any amendments in the 18:00 hrs update will be considered by the Winter Service officer).

3.9 The Winter Service Officer will then discuss the Weather Information and Winter Service Operations that are to be carried out with the Winter Operations Manager during the working week.

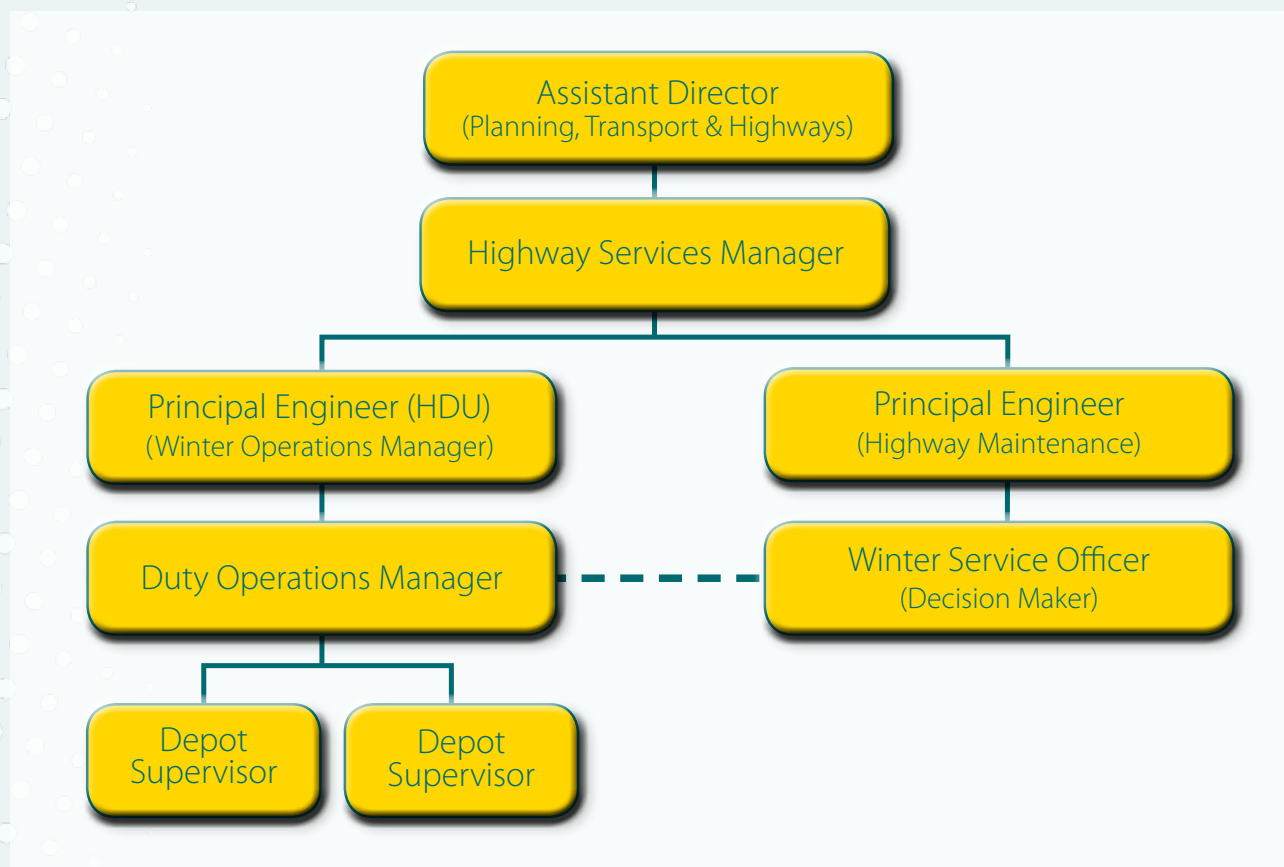
3.10 The Winter Operations Manager will be responsible for making decisions during the week, 07:00 hrs to 18:00 hrs, in severe conditions on allocation of plant and resources.

“ At the discretion of the Winter Service Officer, a Night Patrol function will be carried out by an Emergency Call Out Officer ”

4. ORGANISATIONAL ARRANGEMENTS AND PERSONNEL

Employee Roles and Responsibilities

4.1 The organisation of staff for the Winter Service is shown in the chart below:



4.2 The Highways Services Manager in Planning, Transportation and Highways Service holds overall responsibility for the Winter Maintenance Service.

4.3 The Winter Service Officer and Winter Operations Manager hold overall responsibility for

decision-making. The Decision Maker is responsible for monitoring the road and weather conditions, for reaching an appropriate decision on treatment of the network and passing this information to the Duty Operations Manager who is responsible for overseeing the work.

4.4 The Duty Operations Manager holds responsibility for supervising operatives and effective utilisation of vehicles and plant during Winter Service operations to effect swift treatment of the road network, including decision-making during out of hours and weekends or when the Winter Service Officer is not available.

4.5 Gritter Drivers holds responsibility for ensuring that:

- **The gritting vehicle is in good working order and all defects are reported.**
- **The gate settings are set to the pre-determined spread rate.**
- **The allocated gritting route is followed correctly.**

4.6 Footway Gritter Drivers (*as above*).

4.7 More detailed explanations of the roles of the winter maintenance operatives is included in the “*Winter Maintenance Good Practice Guide*” published by NWSRG.

4.8 All personnel involved in the Winter Service should acquaint themselves of the duties, responsibilities and working procedures necessary for them to carry out their tasks effectively.

Employee Duty Schedules, Rotas and Standby Arrangements

4.9 Winter Operations Officer/ Winter Operations Manager - These officers will be on standby from Monday at 07:00 hrs and will terminate the following Monday at 07:00 hrs.

4.10 Gritter Drivers - The Gritting week will commence on Monday at 07:00 hrs and will terminate the following Monday at 07:00 hrs.

4.12 Footpath Gritter Drivers - As above.

Contact Details

Julian Jackson **01274 433766**
Assistant Director
Planning, Transportation
& Highways Service

Richard Gelder **01274 437603**
Highways Services Manager

Andrew Whelan **01274 434409**
Principal Engineer
(Highway Maintenance)
/ Decision Maker

David Mazurke **01274 434199**
Principal Engineer (HDU) /
Winter Operations Manager

Louise McCaul **01274 434885**
Division Manager /
Duty Operations Manager

Kevin Whitaker **01535 618262**
Senior Engineer /
Decision Maker

Outside of normal working hours all contact should be made through the Customer Contact Centre on 01274 431000.

5. STANDARD OPERATING PROCEDURES AND DECISION MAKING

5.1 Good communication between the Winter Service Officer and the Winter Operations Manager is crucial. Mobile telephones and laptops are used by officers.

5.2 The decisions on the gritting operations for 24/7 from Mid- October to End- April will be made by the Winter Service Officer after consulting the weather information providers. Once the decision from the weather forecast is made the Winter Service Officer will contact the Winter Operation Manager, who will then instruct his depot supervisor, who is responsible for the gritters at the depot to take the necessary action.

5.3 The Depot Supervisors will contact the Gritter drivers on standby for deployment of the Gritters. The Winter Operations Manager will be regularly updated as the operation proceeds and when the action is complete.

5.4 Constant liaising between the Winter Service Officer and the Winter Operations Manager will occur. If the weather pattern changes, also if certain roads on the network. (In particular, High Ground) is causing concern.

5.5 During severe snow or Ice conditions the Emergency Management Team will coordinate and facilitate the Councils resources in liaison with partners (Emergency Services, Health Community etc) through a multi agency approach to the weather emergency to prioritise with the Operations Manager where resources are to be deployed.

5.6 The Emergency Planning Manager, Winter Service Officer and the Winter Operations Manager will meet daily if severe weather persists across the district.

5.7 Throughout any weather event the Winter Service Officer will communicate with Meteogroup and the Vaisala call centres, to speak with the duty forecaster to make further decisions or amendments regularly for the gritting operations.

5.8 All information received electronically must be saved; any verbal information received during phone calls with a Met Office Forecaster must be logged in the Gritting Diary.

5.9 Dependant on the weather forecast, pre-gritting operations should commence early evening (usually commencing at 18:30hrs and be fully completed by 21:00 hrs). An early pre-grit will commence at 05:00hrs and be completed by 08:00hrs. All routes should be completed before road surface temperatures reach 0 Degrees Celsius.

5.10 Once the pre-grit operation is complete, the standby team of drivers and supervisors will stand-down. However, dependant on any forecast updates and weather conditions the Winter Service Officer will discuss with the Winter Operations Manager the need to keep 1 or 2 gritters on the network under (PRIORITY 4) Night & Ice Patrol function, to monitor any change in temperature and weather conditions.

5.11 Priority 2 action is determined by the Winter Operations Manager once the Priority 1 network is clear.

5.12 Priority 3 gritting action is again at the discretion of the Winter Service Officer and the Winter Operations Manager.

5.13 Priority 1 and 2 Footway treatment is at the discretion of the Winter Operations Manager who will liaise with the Parks and Landscape Officers on stand-by duty.

5.14 A daily record sheet must be filled in by the supervisors at the depot for every call out occasion. This includes night patrol or ice patrol operations. Any instruction given, or changes to planned arrangements must be accurately recorded (SEE APPENDIX 5).

5.15 It is the responsibility of the Winter Operations Manager with Supervisors (Assistant Managers) to ensure that there are sufficient vehicles and equipment that is maintained by Fleet Services available at any time.

5.16 The Operations team must ensure all Weather Forecasts, daily record sheet and the archiving of information for future reference i.e. any claims or litigation and complaints are kept at the Wakefield Road Depot, Bradford.

Drivers Hours Regulations Policy

5.17 The Driver's Hours Regulations, which are a legal requirement, determines the total hours a driver can work during the day, the minimum length of break between shifts and the weekly rest periods. Bradford's Winter Maintenance Operation for driver's hours are governed by the GB Domestic Rules which apply for all vehicles with a maximum permissible weight in excess of 3.5 tonnes.

Goods Vehicles (Gritters)

Daily Driving Limit

5.18 Drivers must not drive for more than 10 hours in a day. The daily driving limit applies to time spent at the wheel actually driving on a public road. Off-road driving counts as duty time.

Duty Time

5.19 Duty time for all company drivers is defined as any working time. Self-employed drivers definition of duty time is only the time spend driving vehicles or doing other work related to the vehicle or its load. The daily Duty Time limit is not more than 11 hours in any working day. This limit does not apply on any working day where operatives do not drive.

5.20 Under the UK Domestic Rules the minimum driver's rest period when driving is 30 minutes in duty time over 6 hours, 45 minutes between 6 hours and 9 hours and 60 minutes for over 9 hours with a maximum 11 hour duty period. Breaks are to be split evenly over the working day with the last period taken before the 10th hour. Breaks are not included in total duty time.

5.21 For services which provide an emergency provision (e.g. gritting), to be considered an emergency event should be both "unforeseeable and unforeseen". Even if utilising emergency provision managers must provide sufficient breaks and rest between shifts to ensure safety. Drivers are not to drive for more than 6 days in one continuous period.

5.22 In setting winter gritting policy regard has been taken of policy advice issued by Bradford Fleet Service Action Group. Previous winter work records and demand have been reviewed in order to set a policy which provides resources to match demand in so far as that can be predicted.



5.23 In the event of weather events which are unusually severe or sustained it may be necessary to ask drivers to work additional hours or days. It is anticipated that where this falls on a rest day that the drivers will work a further three hours and then have a sustained break before working a further three hours. Therefore driver fatigue will be mitigated. Where this takes place managers will monitor the situation and provide compensatory rest at the first opportunity.

5.24 If there is a weather pattern or event that can not reasonably be foreseen then managers may consider utilising the “emergency” provision to ensure public safety.

5.25 This policy has been created with the aim of ensuring driver and public safety while complying with the “adequate rest” provision contained in UK Domestic driving rules.

5.26 The Winter Operations Manager and his team are responsible for the drivers’ hours so they are not exceeded and will ensure that the records are accurate. Rest time for drivers will be paramount in all decisions made on gritting, during severe weather at all times.

5.27 All timesheets are audited on a weekly basis by the Technical Enforcement Coordinator, Fleet Transport Services.

“ The Emergency Planning Manager, Winter Service Officer and the Winter Operations Manager will meet daily if severe weather persists across the district. ”

6. SALT STORAGE

6.1 The Rock Salt for the district is stored at four locations across the district.

| LOCATION | MAX STOCK Tonnes | MIN STOCK Tonnes | COVERED Tonnes | UNCOVERED Tonnes |
|----------------------|------------------|------------------|----------------|------------------|
| Wakefield Road Depot | 16,300 | 12,300 | 4,000 | 12,300 |
| Queensbury Depot | 600 | 100 | 600 | N/A |
| Stockbridge Depot | 7,300 | 2000 | NIL | 7,300 |
| Ilkley Depot | 600 | 100 | NIL | 600 |
| TOTALS | 24, 800 | 14,500 | 4,600 | 20,200 |

6.2 Marine Salt for City and Town Centres are stored at the Wakefield Road Depot and also at the Stockbridge Depot.

Resilience

6.3 The Council's Resilience level is determined as:

Overall Winter Period

1st October to 30th April

Days Resilience (Overall Winter Period)

15 Days

Core Winter Period

1st December to 28th February

Days Resilience (Core Winter Period)

20 Days

| MINIMUM SALT STOCKS | | | | | |
|---------------------|--------------------------------------|-------------------------------------|--|---------------------------------------|--------------------|
| | | | MINIMUM STOCK | | |
| Route Priorities | Minimum Winter Network (Tonnes/ Run) | Minimum Winter Network (Tonnes/Day) | Overall Winter Period 15 Days Resilience | Core Winter Period 20 Days Resilience | 30 Days Resilience |
| PRIORITY 1 | 120 x 2 | 240 | 3,600 | 4,800 | 7,200 |
| PRIORITY 2 | 100 | 200 | 3,000 | 4,000 | 6,000 |
| PRIORITY 3 | 80 | 80 | 1,200 | 1,600 | 2,400 |
| PRIORITY 4 | 30 | 30 | 450 | 600 | 900 |
| FOOTWAYS | 20 | 20 | 300 | 400 | 600 |
| TOTALS | | 480 | 8,550 | 11,400 | 17,900 |

6.4 On the basis of recent experience, the salt stock levels at the commencement of the winter season has been reviewed to the revised maximum storage capacity available across the district. The total stock level of 24,800 is more than sufficient for an average winter and provides in excess of the recommended 12 day level of resilience.

6.5 Resilience within the country is managed through the Civil Contingencies Act 2004 and the Local Resilience Forums. These forums are Police Force area based, e.g. West Yorkshire.

6.6 The members of this forum give Strategic Direction through the Strategic Coordination Group (GOLD) to the Tactical Coordination Group (SILVER). They in turn liaise with each Local Authority to ensure the coordination of the emergency for both supplies and other Resources.

6.7 Within Bradford the coordination is managed through a Local Silver group whose members include Emergency Services, Health and Local Authority Officers. Feeding into this group would be work of a smaller group that continually review the gritting issues for the council. This group is made up of:

- Highway Services Manager
- Winter Operations Manager
- Winter Service Officer
- Emergency Planning Manager

6.8 This group meets collectively agree any modification to the Priority treatment routes and makes recommendations to the local Silver Group for discussion with the greater partner meeting in order to ensure that their options are suitable for partners and the resilience of the Bradford District.

6.9 During prolonged periods of inclement weather the local group described in 6.7 above will consider whether temporary implementation of reductions in the lengths of roads to be gritted in order to maintain service resilience is required. Where any such reductions are proposed this information will be discussed with the local Silver Group prior to its implementation. The salt stock figure to trigger this review will be 10,650 Tonnes which would give 15 days' resilience. At this point the extent of Priority network treatment could be reduced from 704 miles per treatment to 412 miles (Priority 3).

Mutual Aid

6.10 Mutual aid is a pre-agreement between one or more organisations to assist each other, as far as practicable, to overcome disruptive challenges. Mutual aid between authorities is often used in response to "wide" area emergencies as the impact on the local authorities, emergency services and other resources can be overwhelming.

6.11 Mutual Aid in Salt Supply and contingency arrangements in advance, are in place through a Salt Cell Group arranged by the DFT (Department for Transport) in London. The other five Local Authorities in West Yorkshire; Leeds, Calderdale, Kirklees and Wakefield are represented on this

group. Salt Cell monitors and communicates with the Winter Operations Manager weekly during the winter season.

6.12 The DFT also maintain a substantial national emergency salt reserve and have a robust distribution process in place, if for any reason, this salt of last resort is needed to be allocated.

Treatment requirements including Spread Rates

6.13 The Precautionary salting of the network is carried out at 15-20 g/m². At specific locations, or where ice and snow already has formed on the road surface and on steep hills, the drivers are instructed to increase the spread rate ranging between 20-30g/m².

6.14 All the gritters on the network are monitored by a real time G.P.S device that reports the location and spread rates.

6.15 The decision of spread rates are based on The Best Practice Guide for Spreading Salt, produced by the NWSRG (National Winter Service Research Group). This group is funded from the Local Authorities and UK national governments, this provides guidance to practitioners with a "what you need to do and how to do it safely, sustainably and cost effectively.

7. OPERATIONAL COMMUNICATIONS

7.1 Daily Winter service operations will be posted on the City of Bradford Metropolitan District Council Web Site.

7.2 During the winter season the Operational plan of action is communicated to members and Senior Officers and the Customer Contact Centre of the Council. Daily briefings will be arranged with Officers and C.M.T during periods of severe weather with a particular focus on salt stocks and level of resilience.

7.3 All Operatives driving vehicles involved in the gritting operations are supplied with a mobile phone.

7.4 Since 2010 improvements to the Winter Service Communications have improved by using the Council website and social media. The website pages are regularly updated and contain information about the service. All the routes treated are now identified on plans for all the carriageways and footways across the highway network.

7.5 The Council's website also contains advice and guidance on what to do during winter conditions. There is also a form on the website for the public to request gritting which is managed by our Customer Services Section and this is sent to the operations team on a daily basis.

7.6 Recently with the launch of the Bradford App additional functionality has been included to allow residents to request services via Smart phones and other internet connected devices.

7.7 Social media has developed into an important communication method and we use Twitter to give out operational information.

“ We currently have more than 5,000 followers on our Twitter account that can pick up our winter messages and re-tweet. ”

www.bradford.gov.uk



8. COMMUNITY SELF HELP AND RESILIENCE

8.1 In 2011 a pilot scheme to introduce “Snow Teams” within Bradford district was introduced. This scheme assisted groups within communities to carry out winter treatment of footpaths. Community self help and the snow team scheme enables communities to provide an enhanced service over and above that which the council provides.

8.2 The Snow Team Scheme provides groups with snow shovels and rock salt to spread on public roads and footpaths. Resources and guidance are provided before the start of the winter season, further rock salt supplies will be provided in severe weather but only once all Priority 1, 2, 3, and 4 are complete.

8.3 Since the scheme was set up in 2011 around 70 groups have been provided with resources. The initiative is currently being re-launched with further enhancements funded by additional budget approved as part of the 2016-17 budget process. The new scheme will be co-ordinated through the Neighbourhoods and Environment Area Co-ordinators Officers.

8.4 The Council’s Priority treatment maps (available interactively on the Council website) now contain information showing the location of grit bins on the network.

8.5 The Council continue to work closely with the MET Office and the Government to promote advice about self help in winter, including their “*Get Ready for Winter*” campaign. This includes promoting Government guidance such as the “*Snow Code*” (a self help guide published in 2010) this guidance is available on our web pages along with other guidance which is updated on a regular basis.

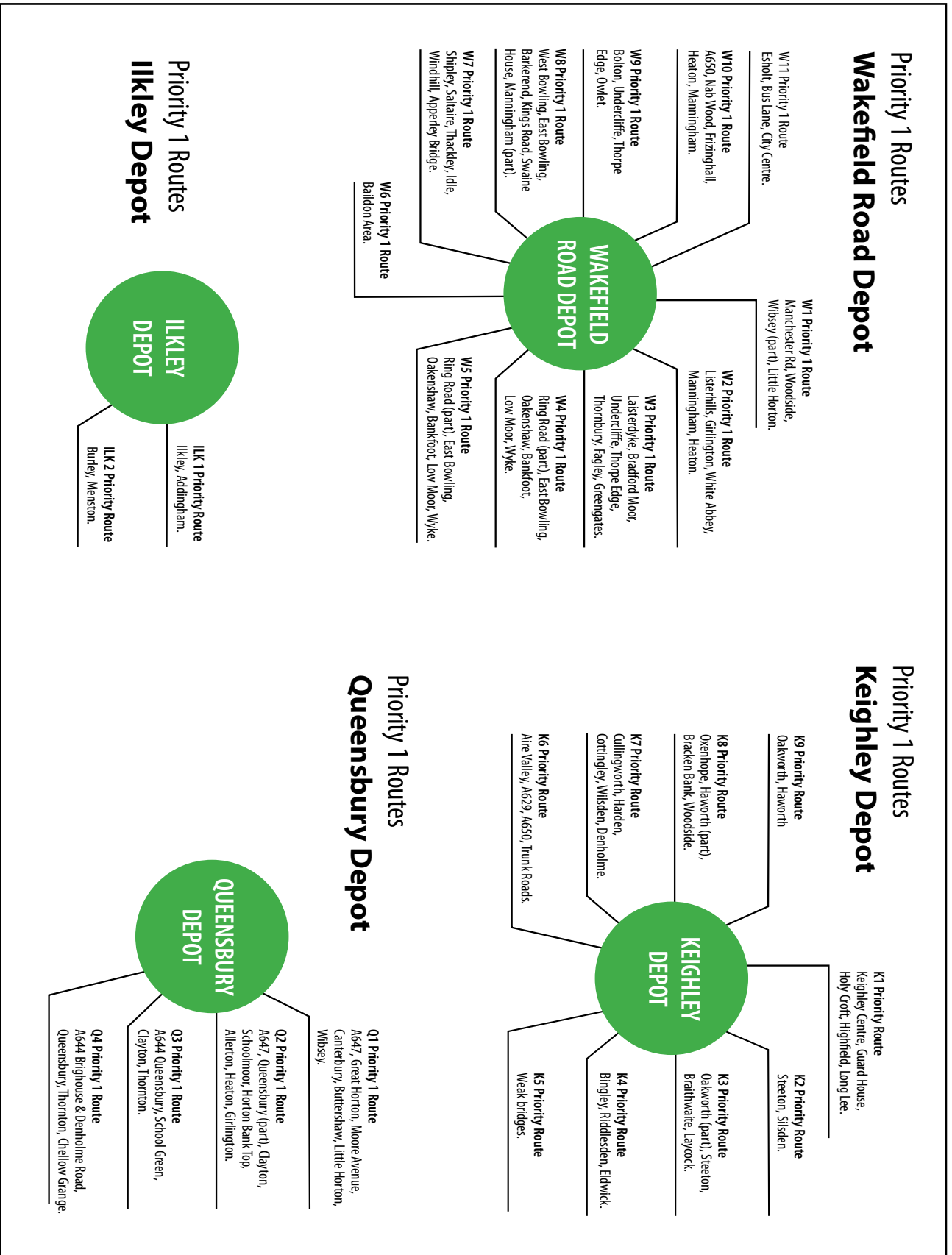




Appendices

Appendix 1

Gritting Tree - Operation of Depots and Routes



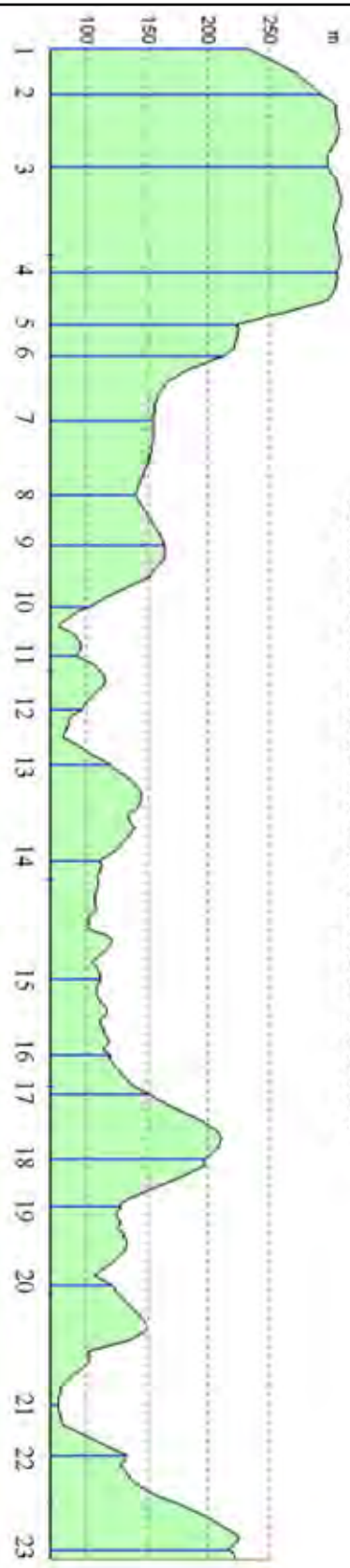
Appendix 2

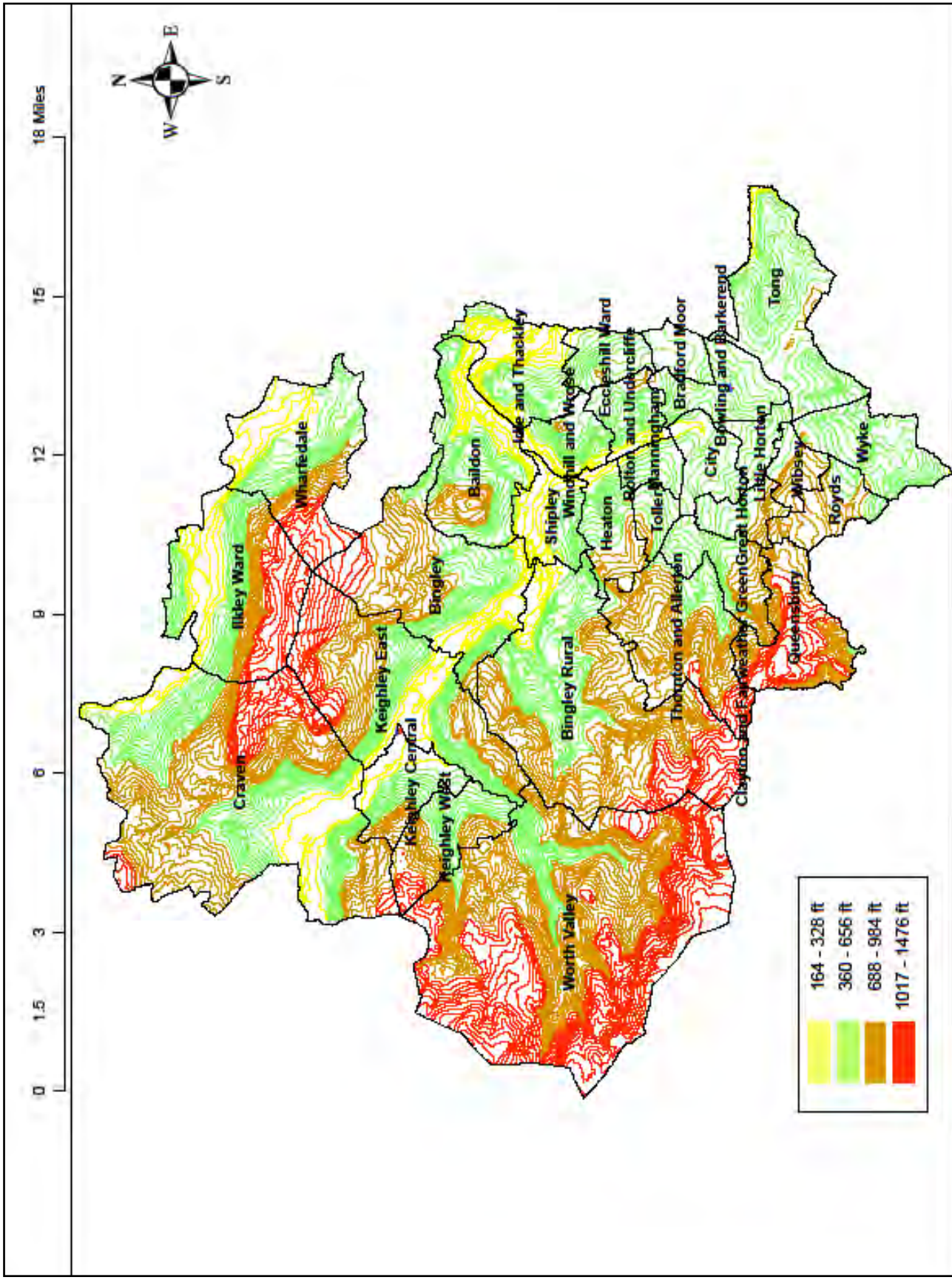
Altitude in the City of Bradford MDC

| AREA / LOCATION | FEET ABOVE SEA LEVEL |
|------------------------------------|----------------------|
| Queensbury | 1100 |
| Buttershaw | 867 |
| Wibsey | 810 |
| Woodside | 760 |
| Odsal Top | 696 |
| Wyke | 600 |
| City Hall | 325 |
| St. Lukes | 465 |
| B.R.I | 623 |
| Toller Lane - Roundabout | 601 |
| Thornton Road , Girdlington | 428 |
| Allerton | 750 |
| Sandy Lane - Traffic Lights | 706 |
| Haworth Road Y.W.A Treatment Plant | 815 |
| Lingbob, Wilsden | 736 |
| Crossroads, Cullingworth | 654 |
| Mini-roundabout Harden | 460 |
| Shipley | 250 |
| Bradford Road , Branch | 350 |
| Emm Lane | 651 |
| Moorhead Lane , Saltaire | 490 - 623 |
| Main Street , Bingley | 266 |
| Haworth | 750 |
| Bus Terminus , Eldwick | 703 |
| Village , Oxenhope | 672 |
| Stanbury | 826 |
| Lynfield Mount , Daisy Hill | 776 |
| Five Lane End | 649 |
| Wrose Road - Top | 585 |
| Eccleshill | 690 |
| Thackley Corner | 426 |
| Baildon Moor | 800 |
| Baildon Centre | 525 |
| Keighley | 271 |
| Oakworth | 800 |
| Denholme | 984 |
| Silsden | 760 |
| Thornbury | 560 |
| Dudley Hill | 650 |
| Ilkley Town Centre | 311 |
| Ilkley Moor | 820 |

- 1 Haworth
- 2 Oxenhope
- 3 Denholme
- 4 Queensbury
- 5 Clayton
- 6 Halifax Road
- 7 Odsal
- 8 Bfd City Centre
- 9 Undercliffe
- 10 Greengates
- 11 Thackley
- 12 Shipley
- 13 Lower Baildon
- 14 Bingley
- 15 Keighley Centre
- 16 Steeton
- 17 Silsden
- 18 Silsden Moor
- 19 Addingham
- 20 Ilkley
- 21 Burley
- 22 Menston
- 23 Ilkley Moor

Bradford District Elevation Profile





Appendix 3

Gritting Route Maps - Priority 1

Priority 1 Routes

Wakefield Road Depot

W1 Priority 1 Route

Manchester Rd, Woodside, Wibsey (part), Little Horton.

W2 Priority 1 Route

Listerhills, Girlington, White Abbey, Manningham, Heaton.

W3 Priority 1 Route

Laisterdyke, Bfd Moor, Undercliffe, Thorpe Edge, Thornbury, Fagley, Greengates.

W4 Priority 1 Route

Ring Road (part), East Bowling, Oakenshaw, Bankfoot, Low Moor, Wyke.

W5 Priority 1 Route

Ring Road (part), East Bowling, Oakenshaw, Bankfoot, Low Moor, Wyke.

W6 Priority 1 Route

Baildon Area.

W7 Priority 1 Route

ShIPLEY, Saltaire, Thackley, Idle, Windhill, Apperley Bridge.

W8 Priority 1 Route

West Bowling, East Bowling, Barkerend, Kings Road, Swaine House, Manningham (part).

W9 Priority 1 Route

Bolton, Undercliffe, Thorpe Edge, Owllet.

W10 Priority 1 Route

A650, Nab Wood, Frizinghall, Heaton, Manningham.

W11 Priority 1 Route

Esholt, Bus Lane, City Centre.

Queensbury Depot

Q1 Priority 1 Route

A647, Great Horton, Moore Avenue, Canterbury, Buttershaw, Little Horton, Wibsey.

Q2 Priority 1 Route

A647, Queensbury (part), Clayton, Schoolmoor, Horton Bank Top, Allerton, Heaton, Girlington.

Q3 Priority 1 Route

A644 Queensbury, School Green, Clayton, Thornton.

Q4 Priority 1 Route

A644 Brighthouse & Denholme Road, Queensbury, Thornton, Chellow Grange.

Keighley Depot

K1 Priority Route

Keighley Centre, Guard House, Holy Croft, Highfield, Long Lee.

K2 Priority Route

Steeton, Silsden.

K3 Priority Route

Oakworth (part), Steeton, Braithwaite, Laycock.

K4 Priority Route

Bingley, Riddlesden, Eldwick.

K5 Priority Route

Weak bridges.

K6 Priority Route

Aire Valley, A629, A650, Trunk Roads.

K7 Priority Route

Cullingworth, Harden, Cottingley, Wilsden, Denholme.

K8 Priority Route

Oxenhope, Haworth (part), Bracken Bank, Woodside.

K9 Priority Route

Oakworth, Haworth

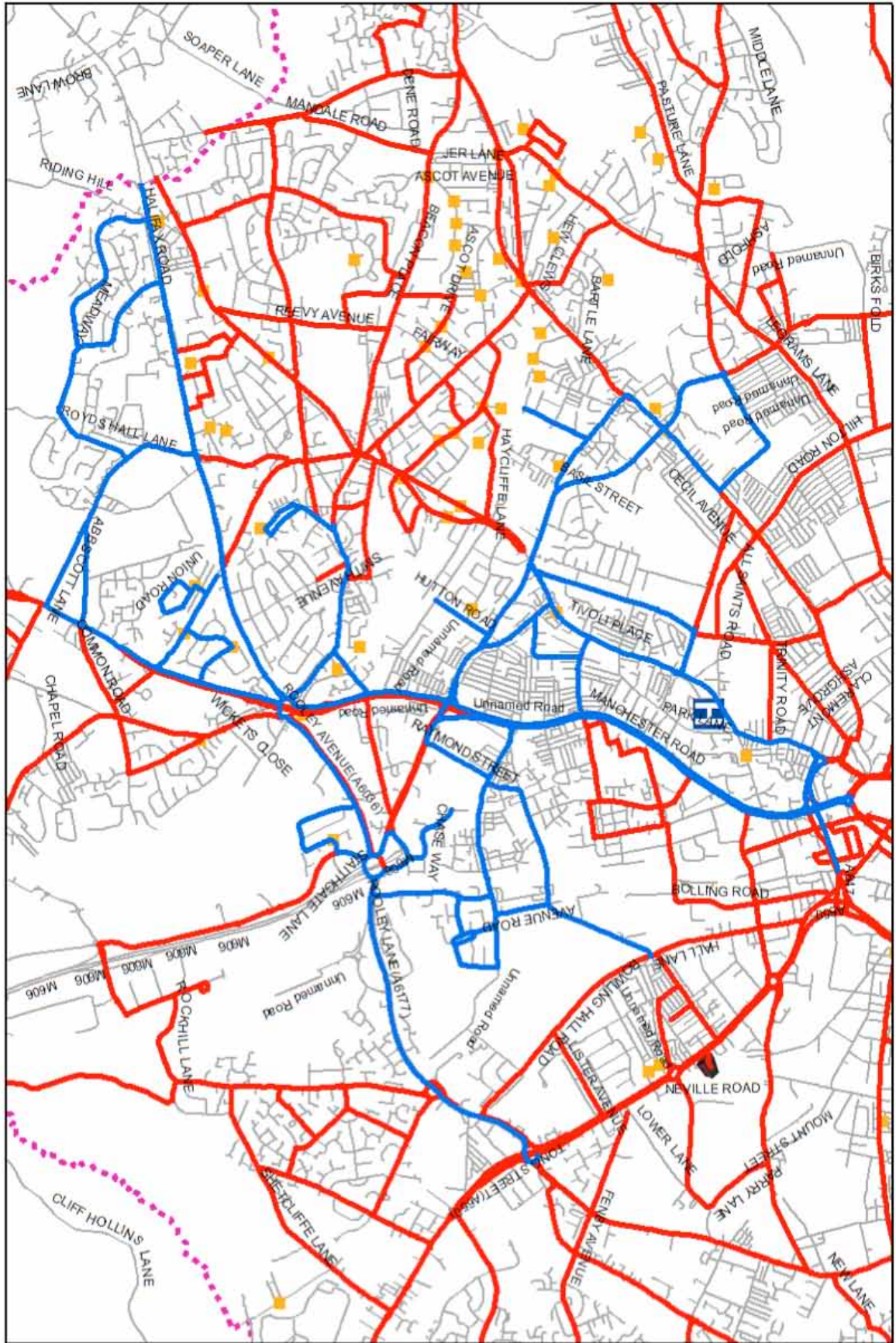
Ilkley Depot

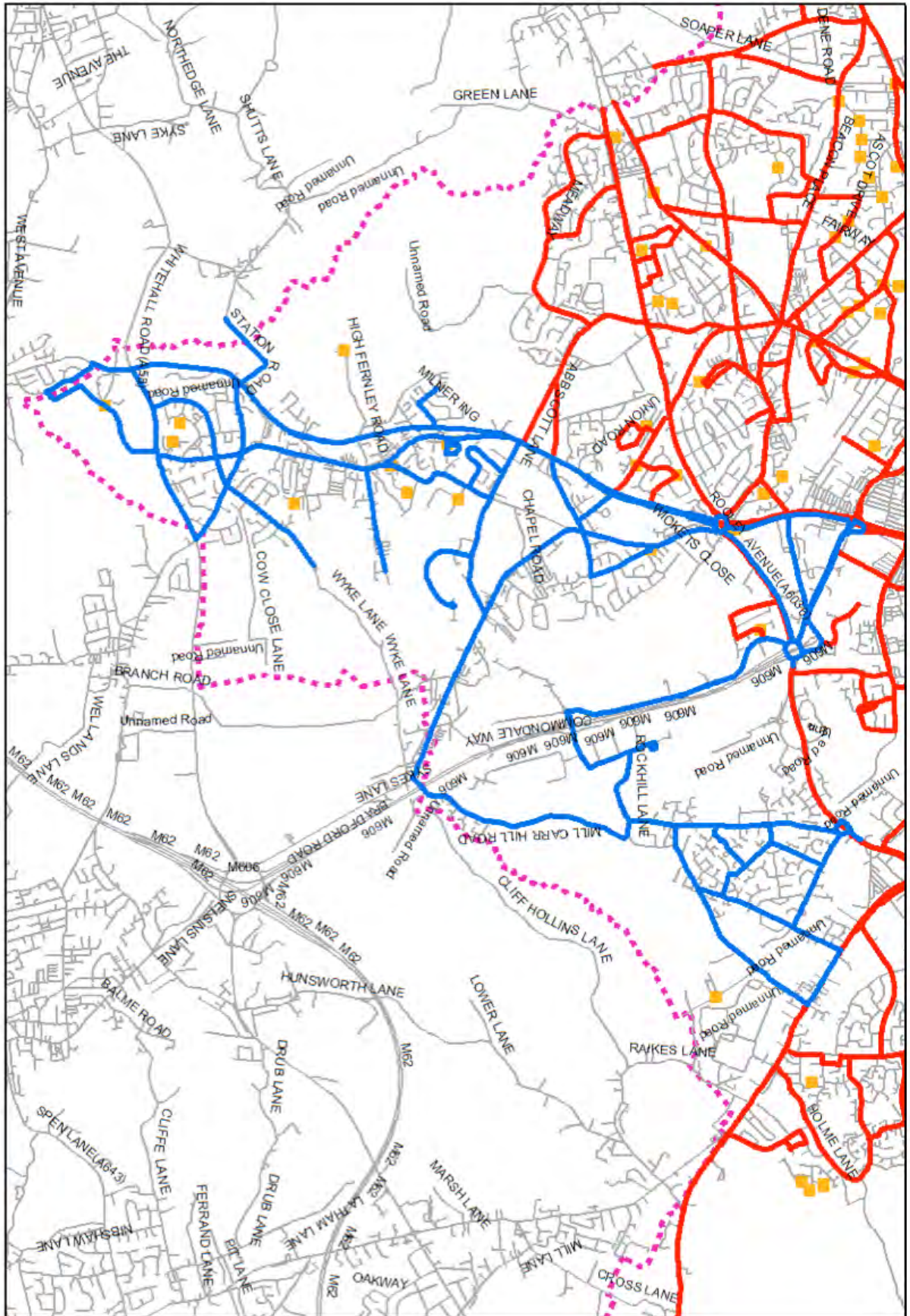
ILK 1 Priority Route

Ilkley, Addingham.

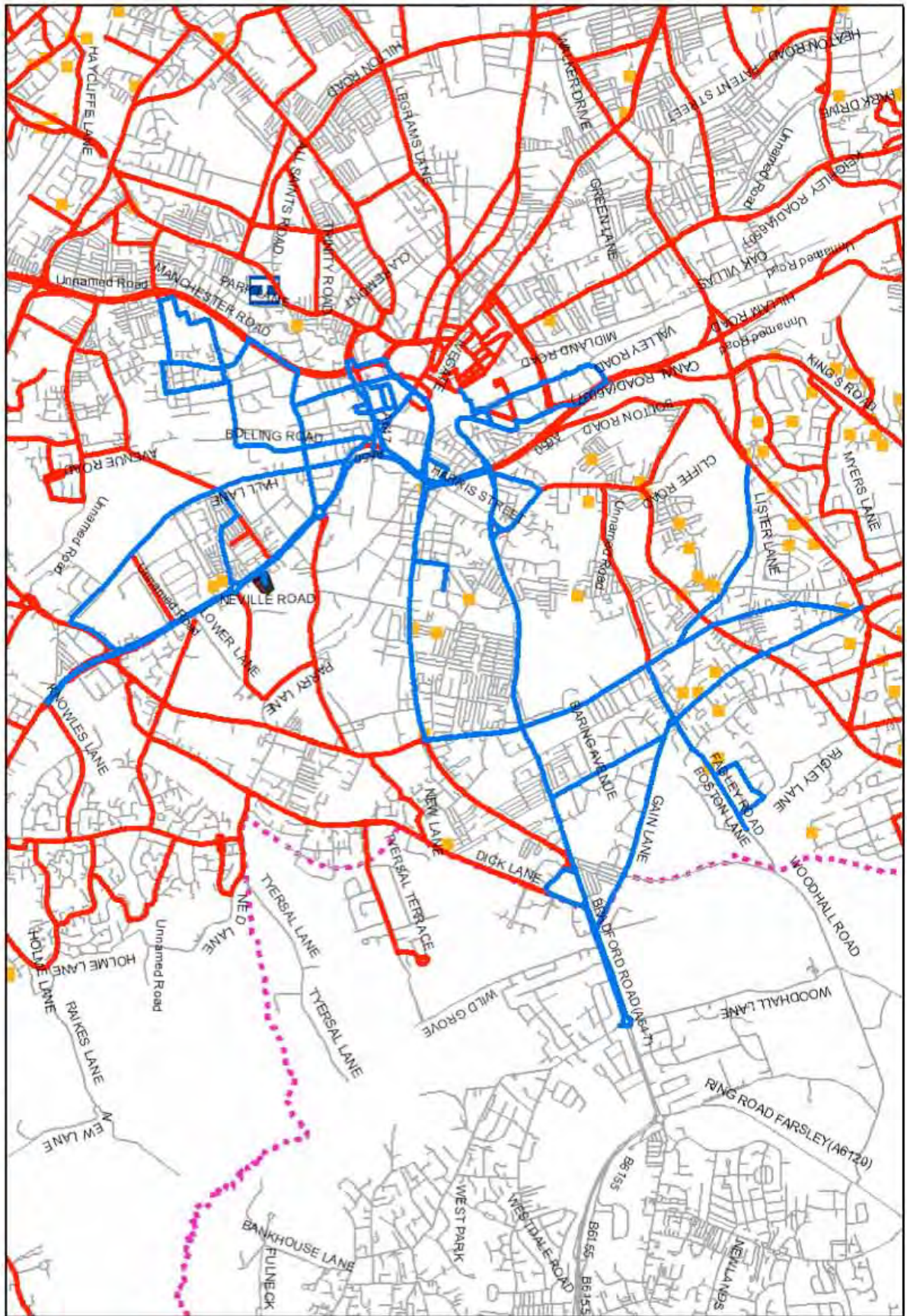
ILK 2 Priority Route

Burley, Menston.

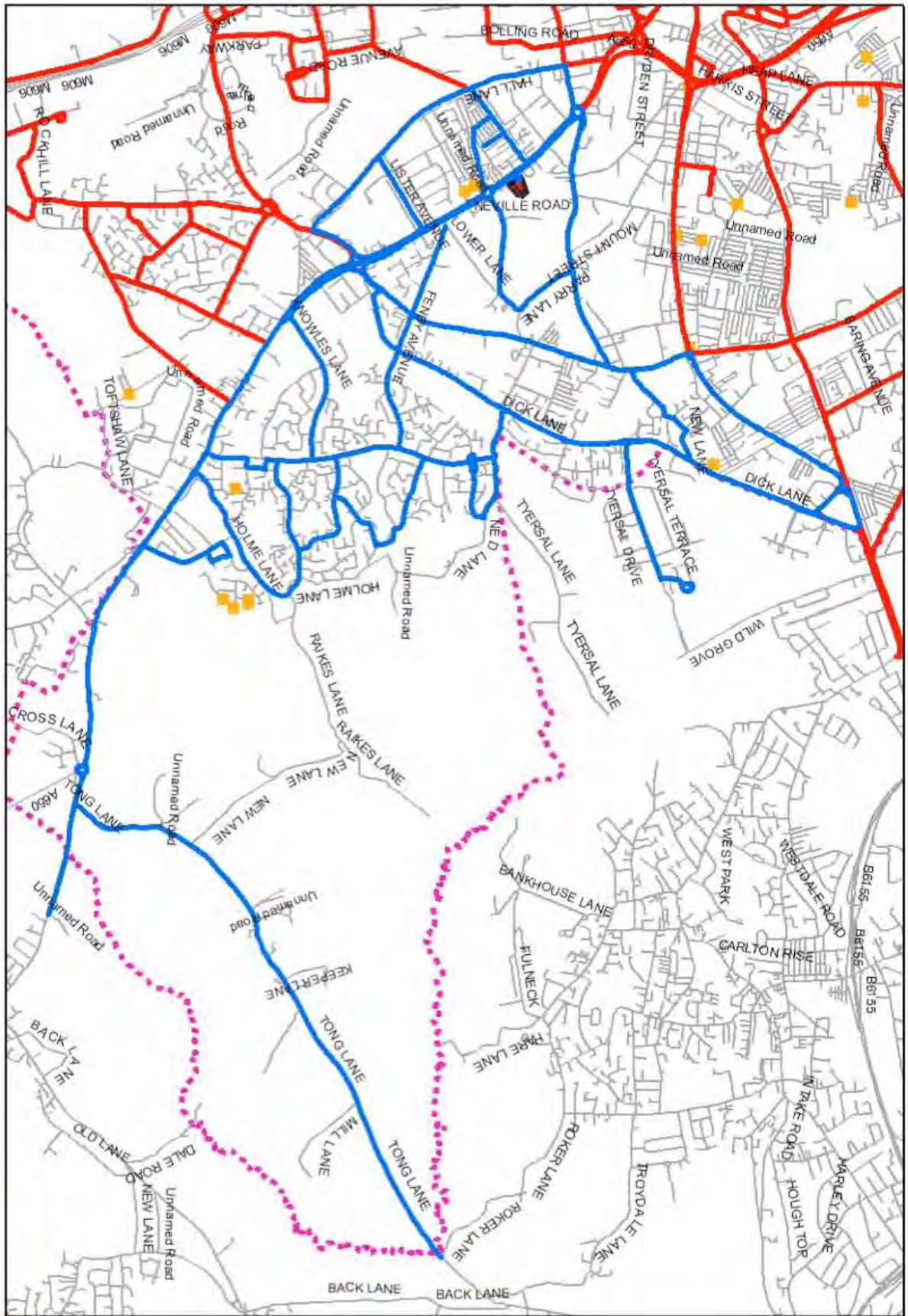




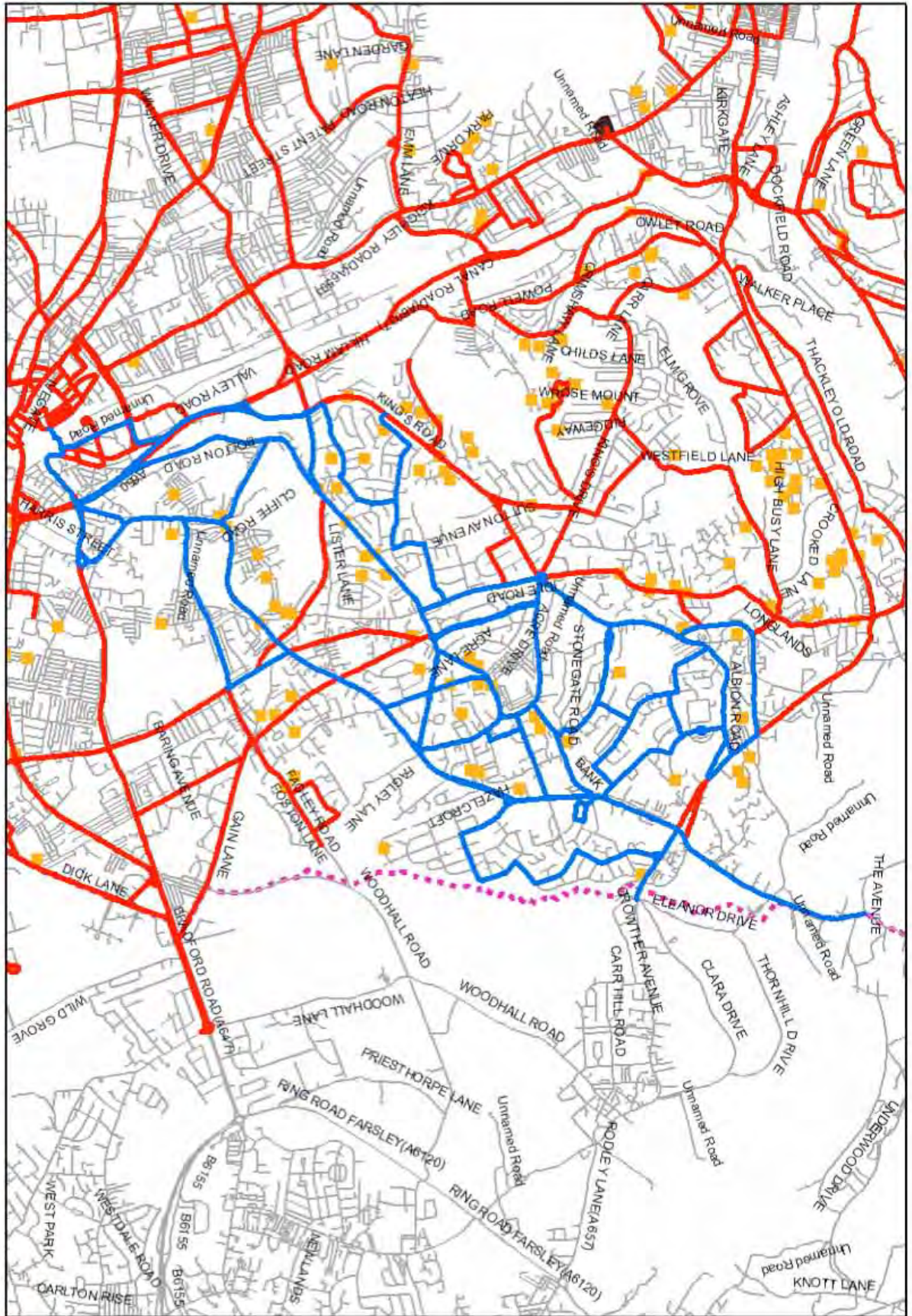
W2
 Grit Bins



W3
 Grit Bins



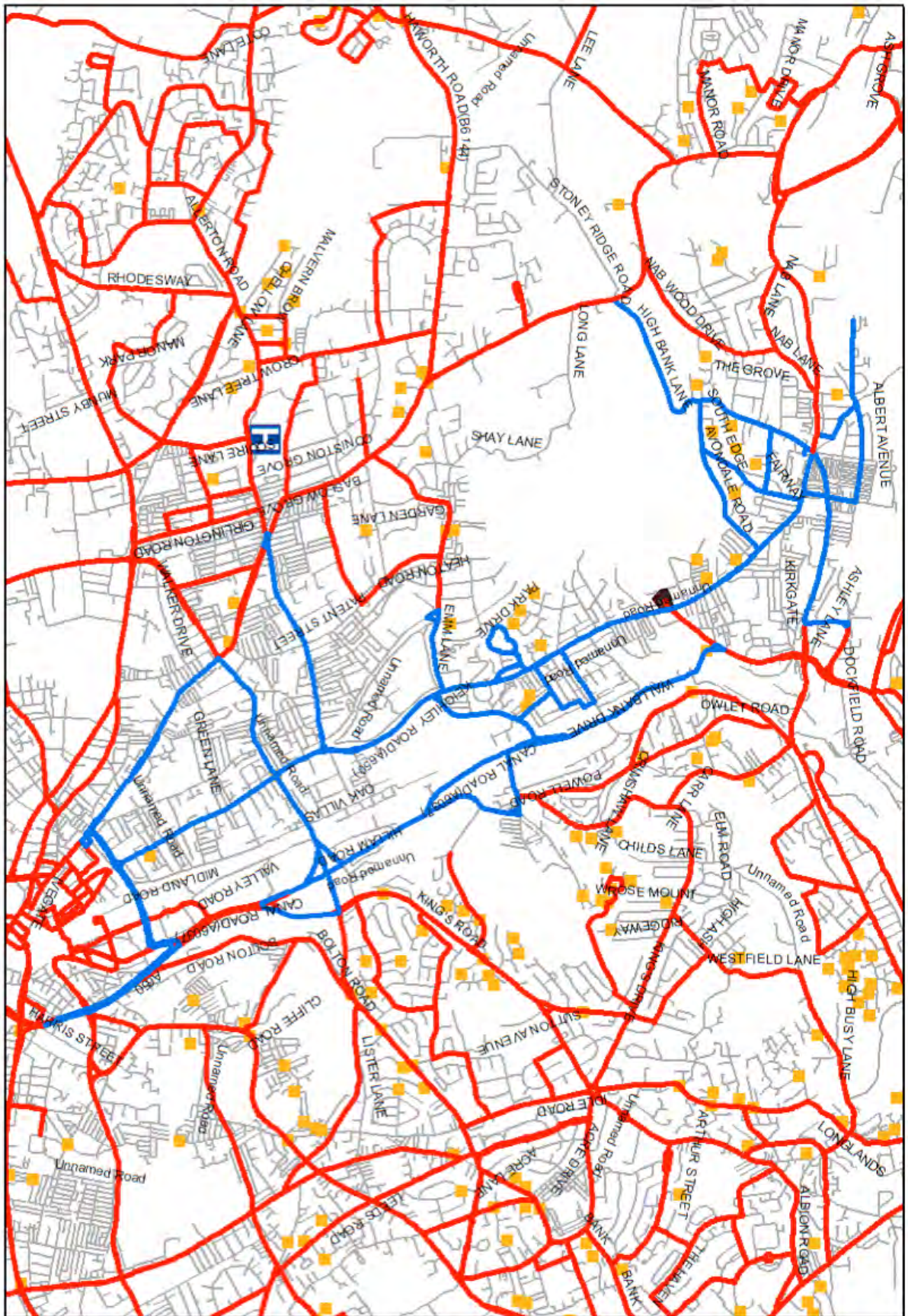
Grit Bins
W4

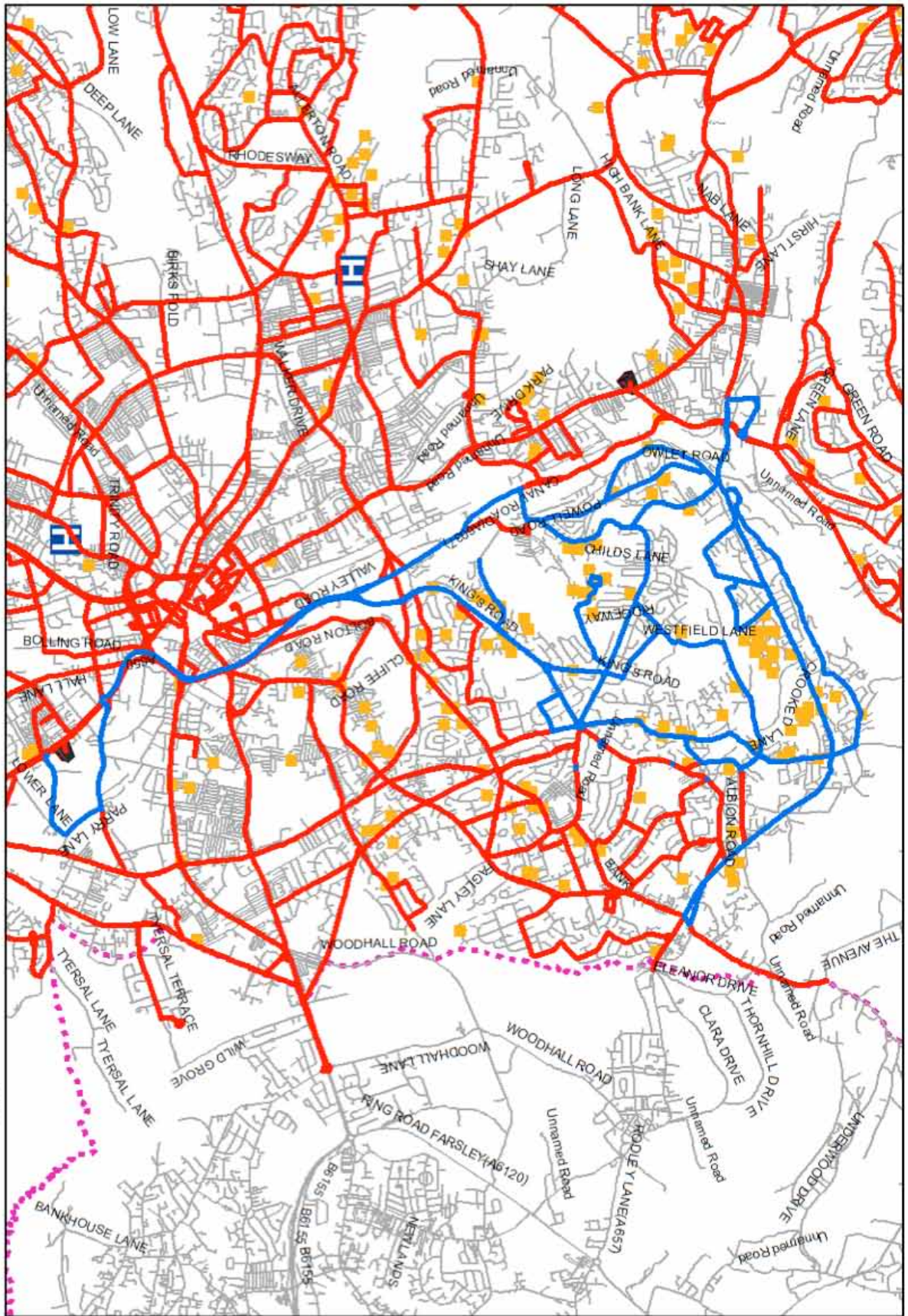


W6
Grit Bins

Grit Bins

W7



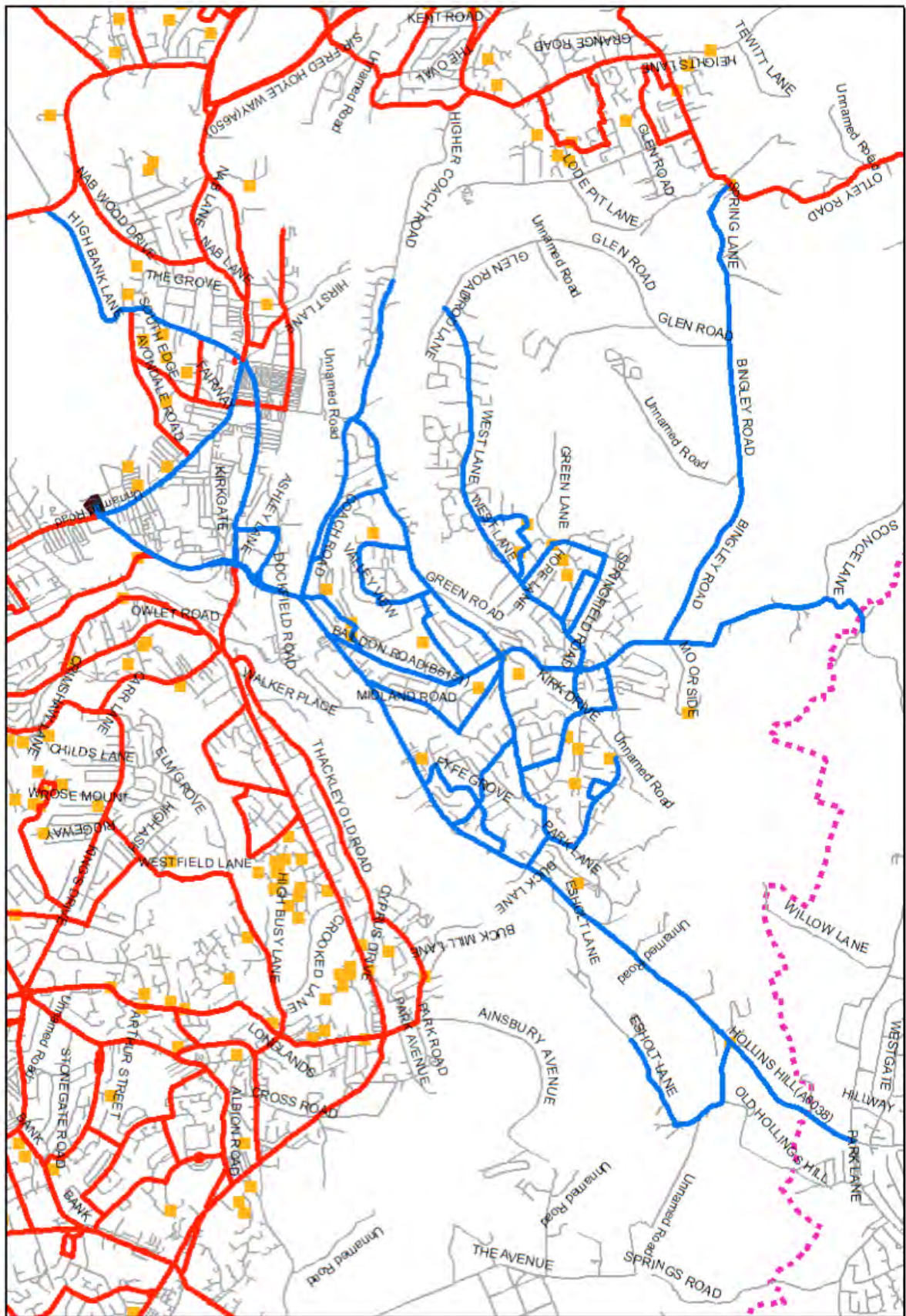


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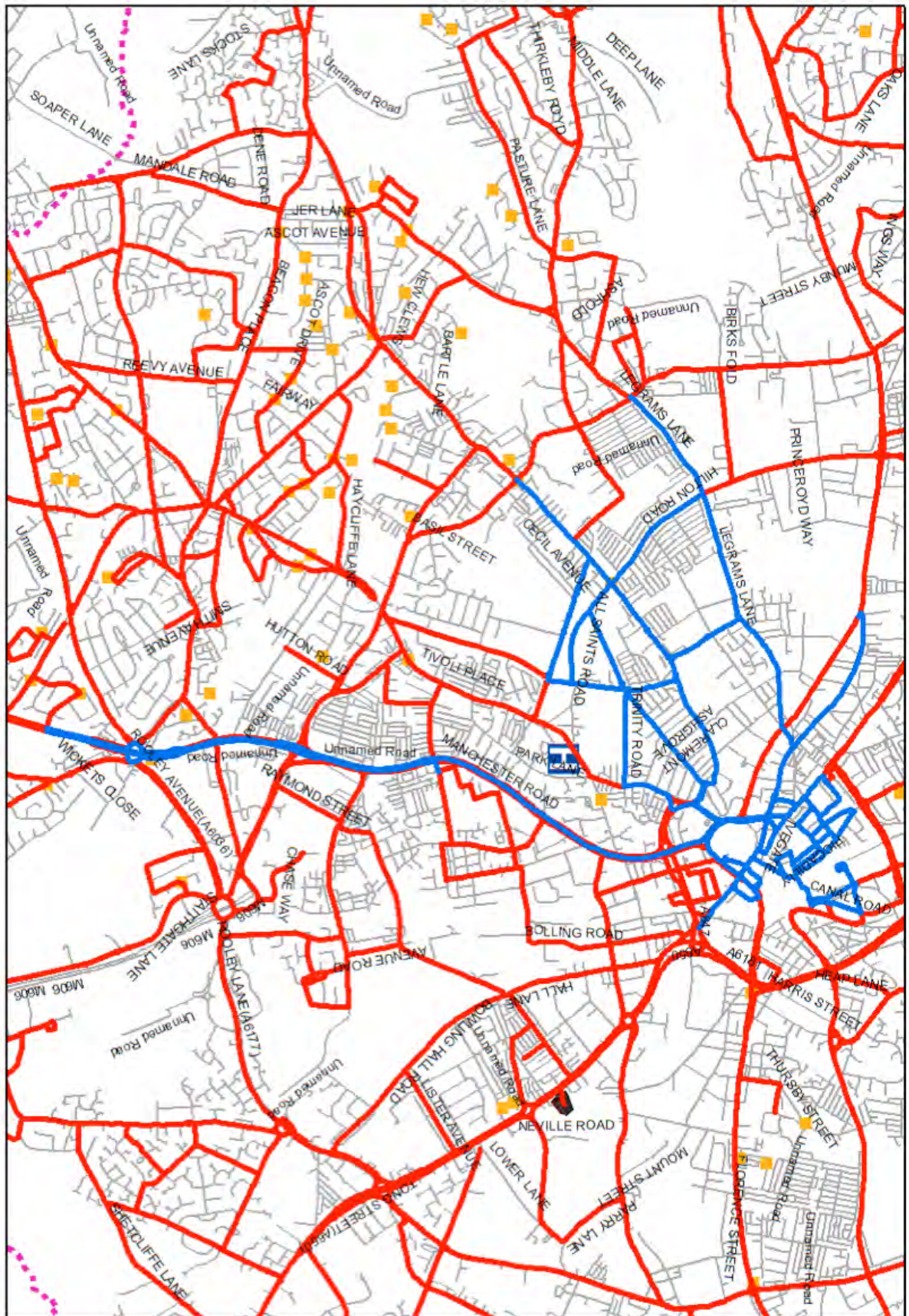


W8





W9
 Grit Bins



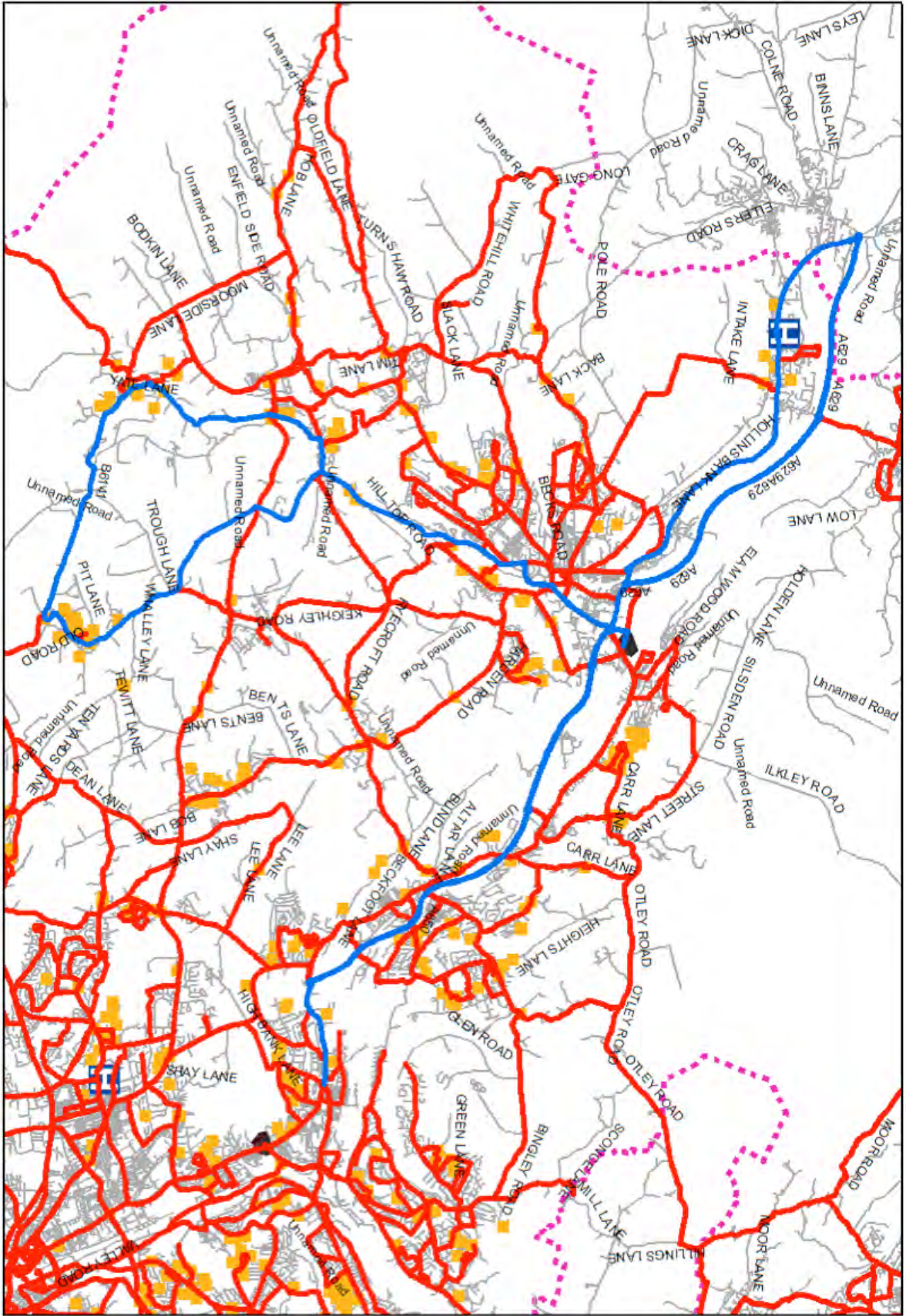
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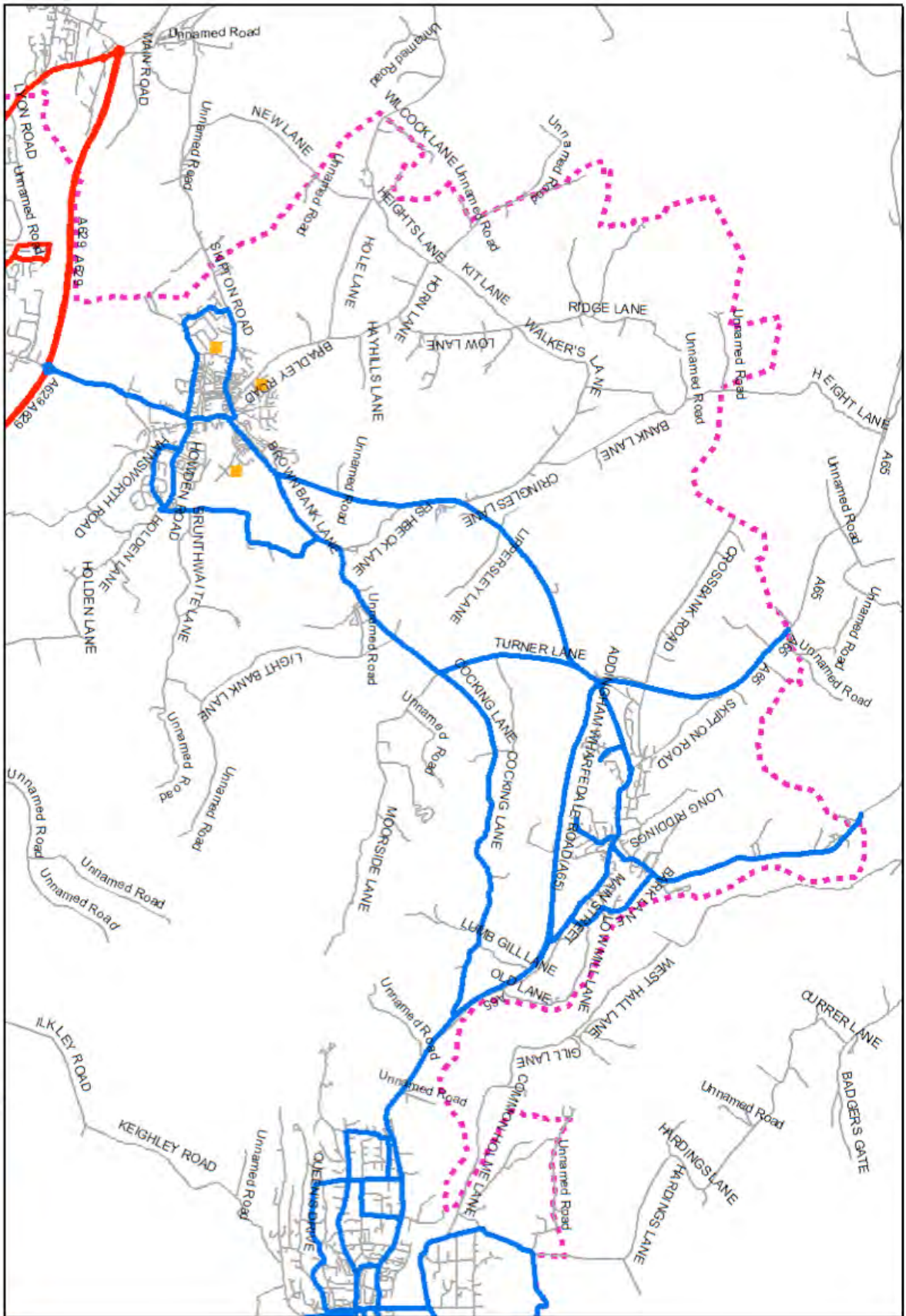
W10

Grit Bins



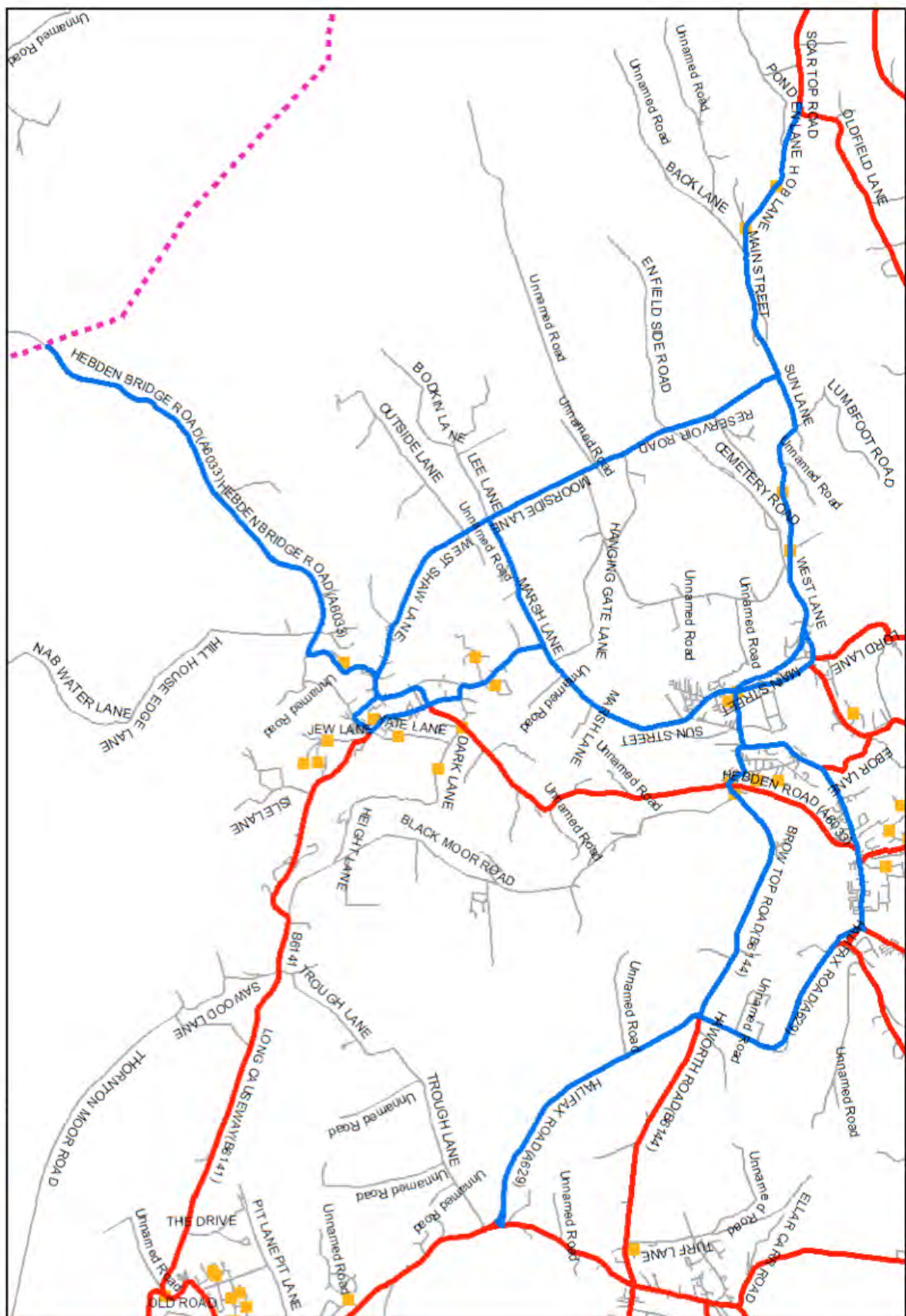
K1



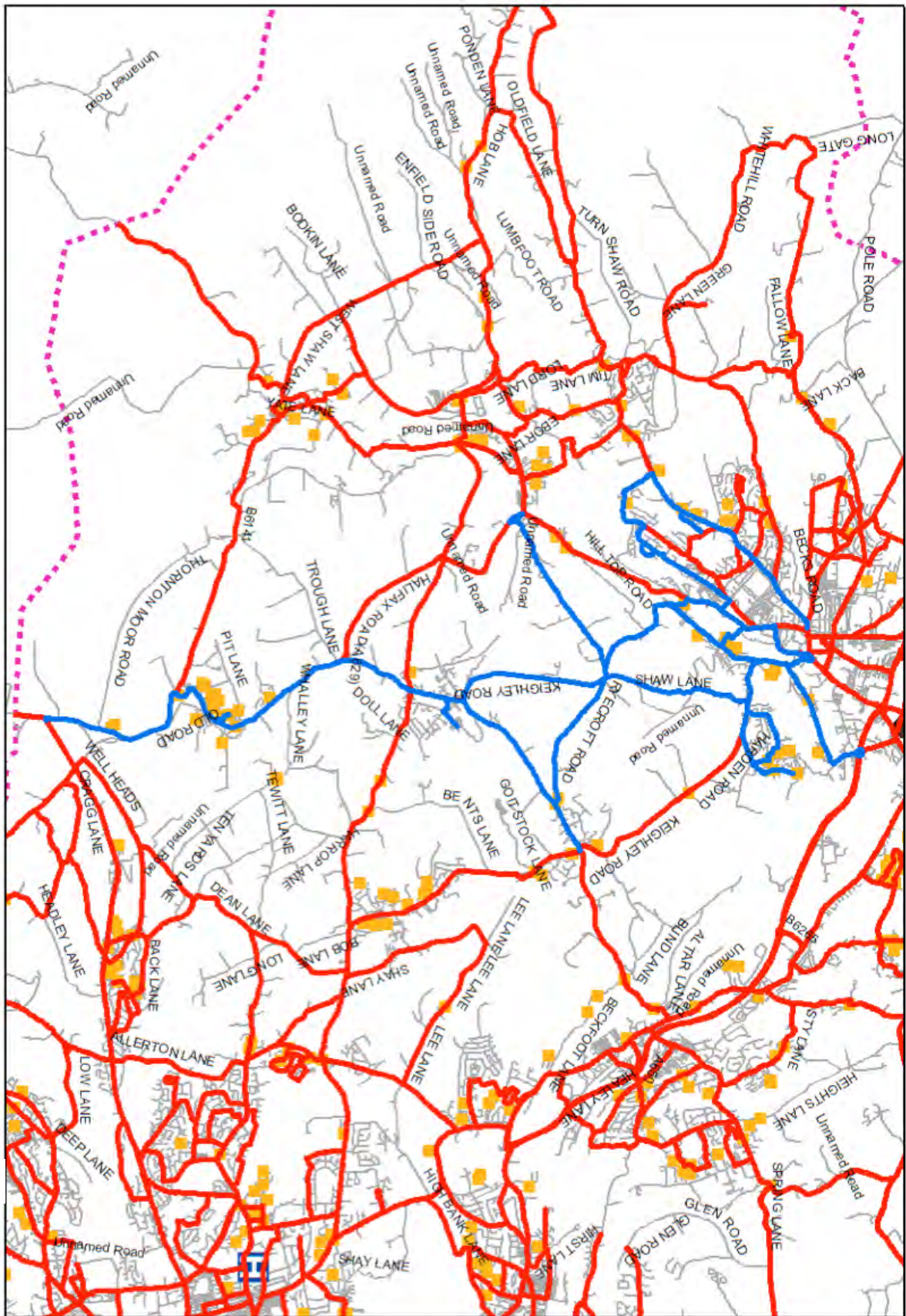


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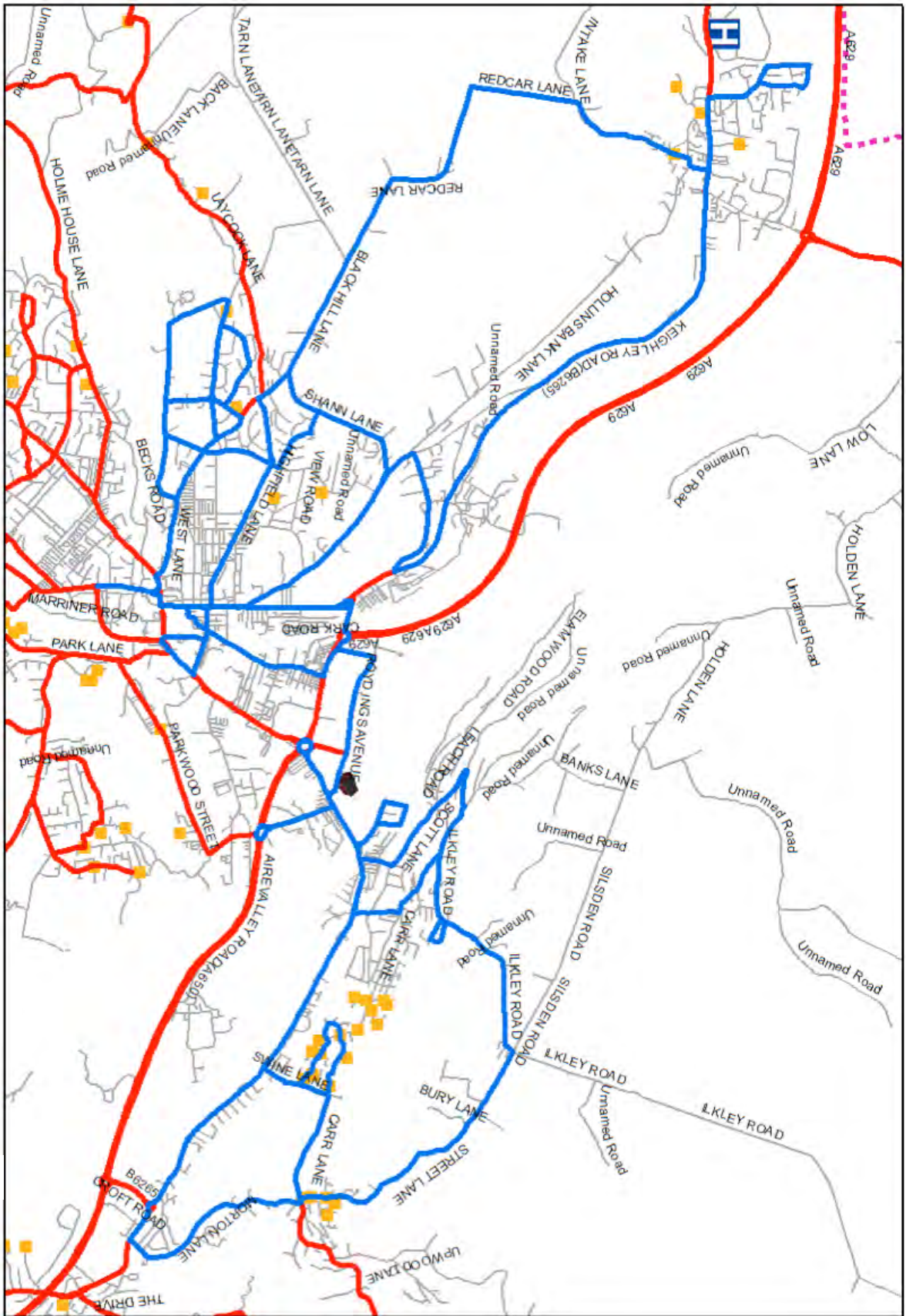
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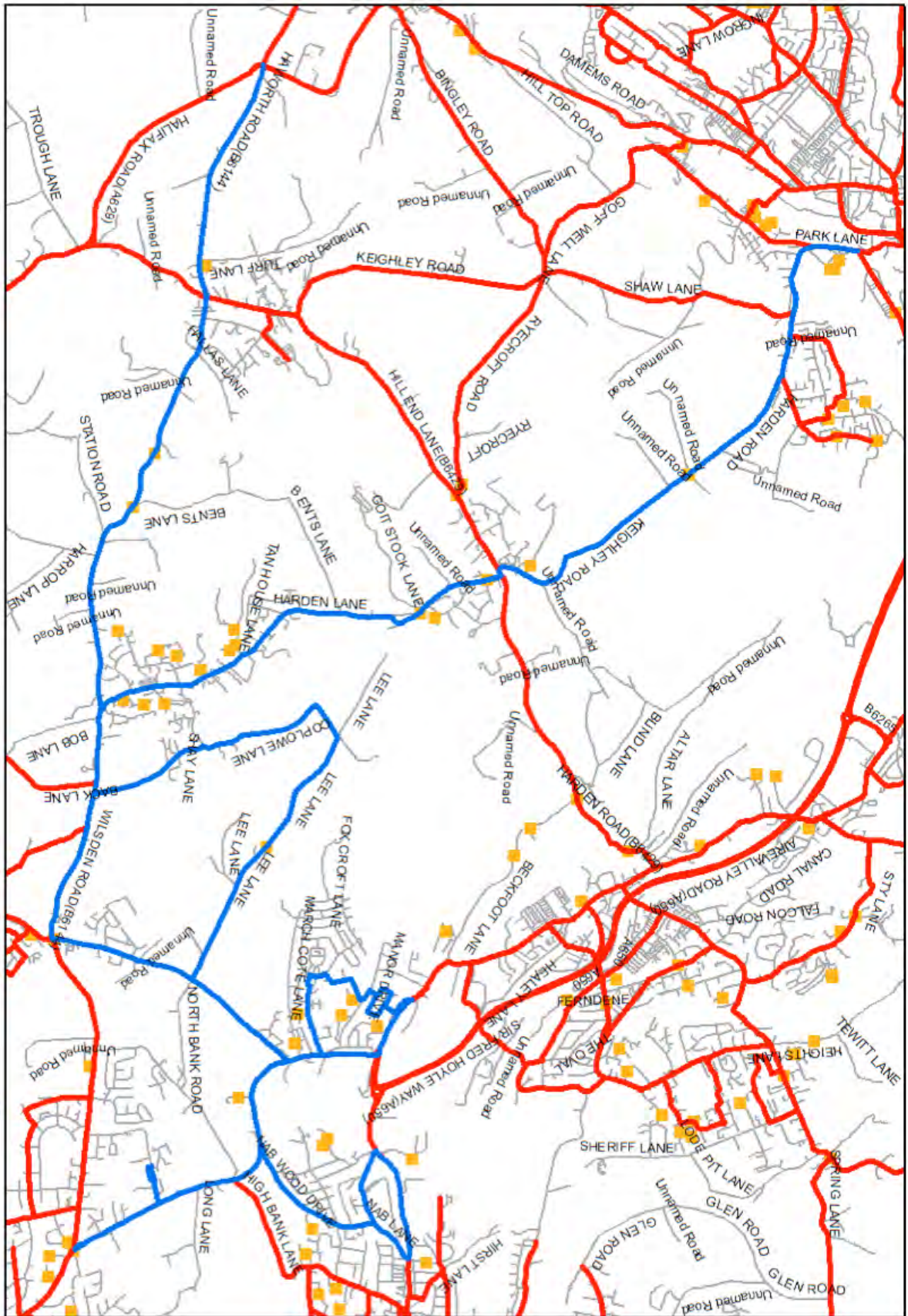


K5
Grit Bins



K6
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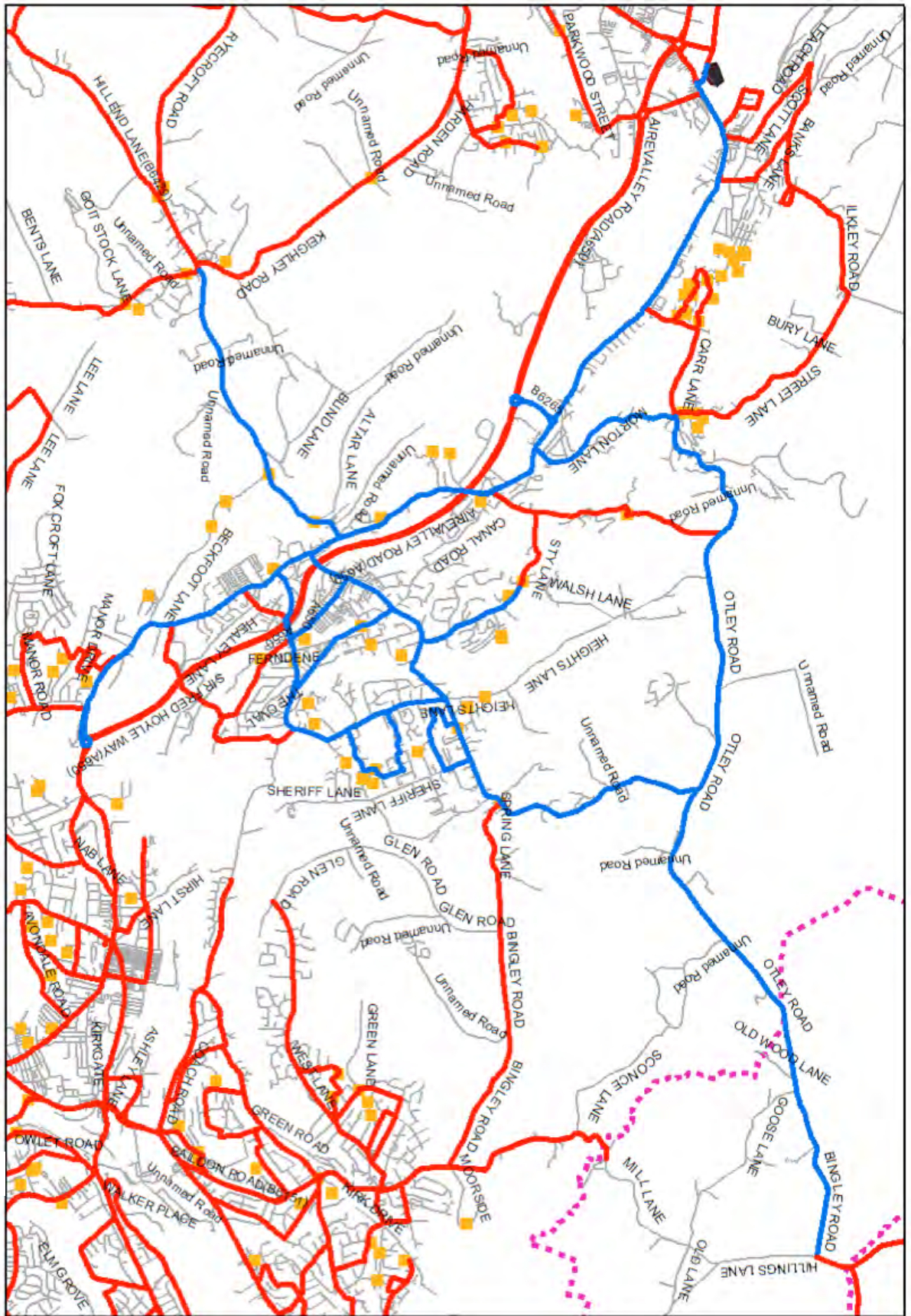




Grit Bins

K7

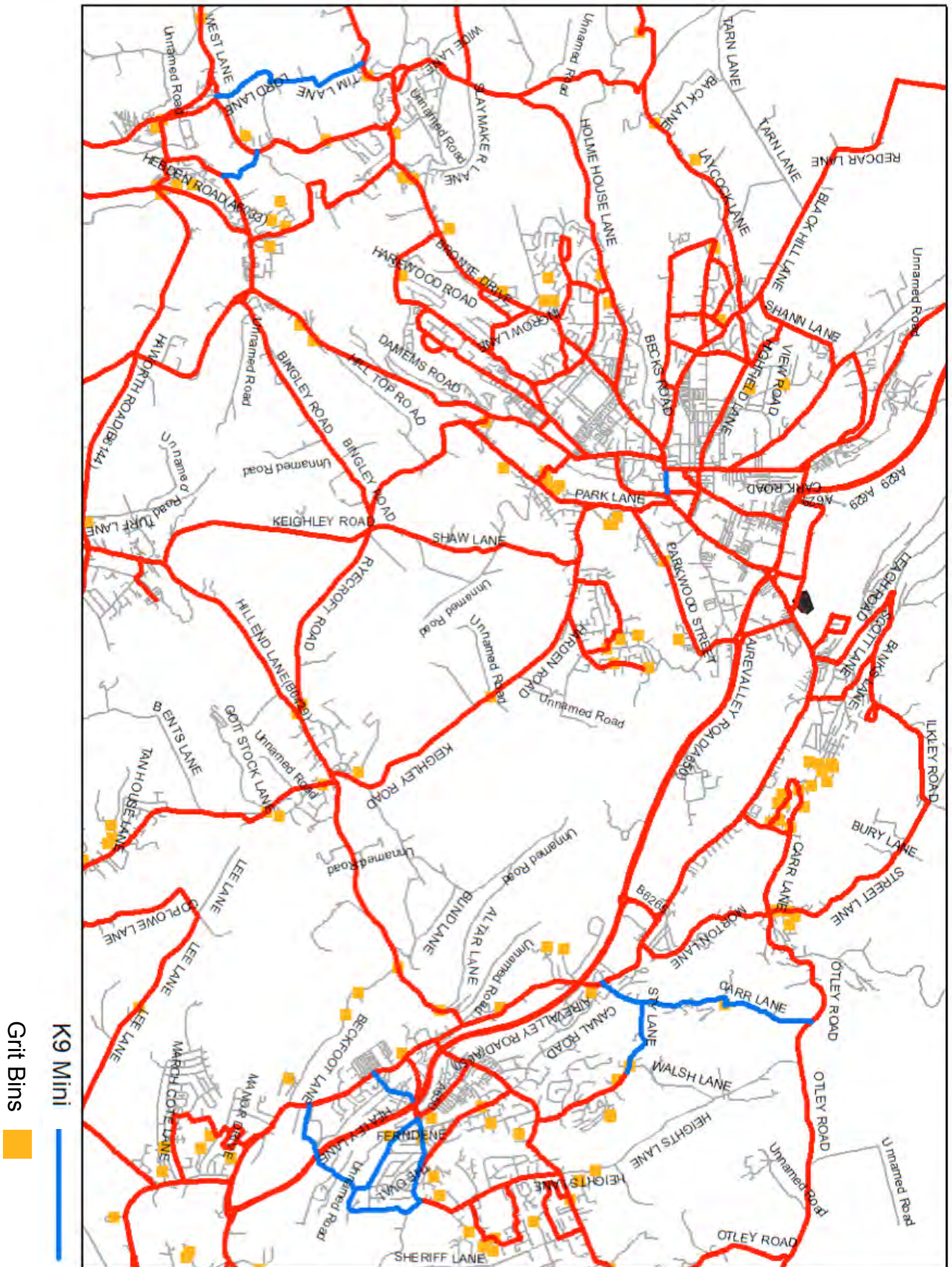


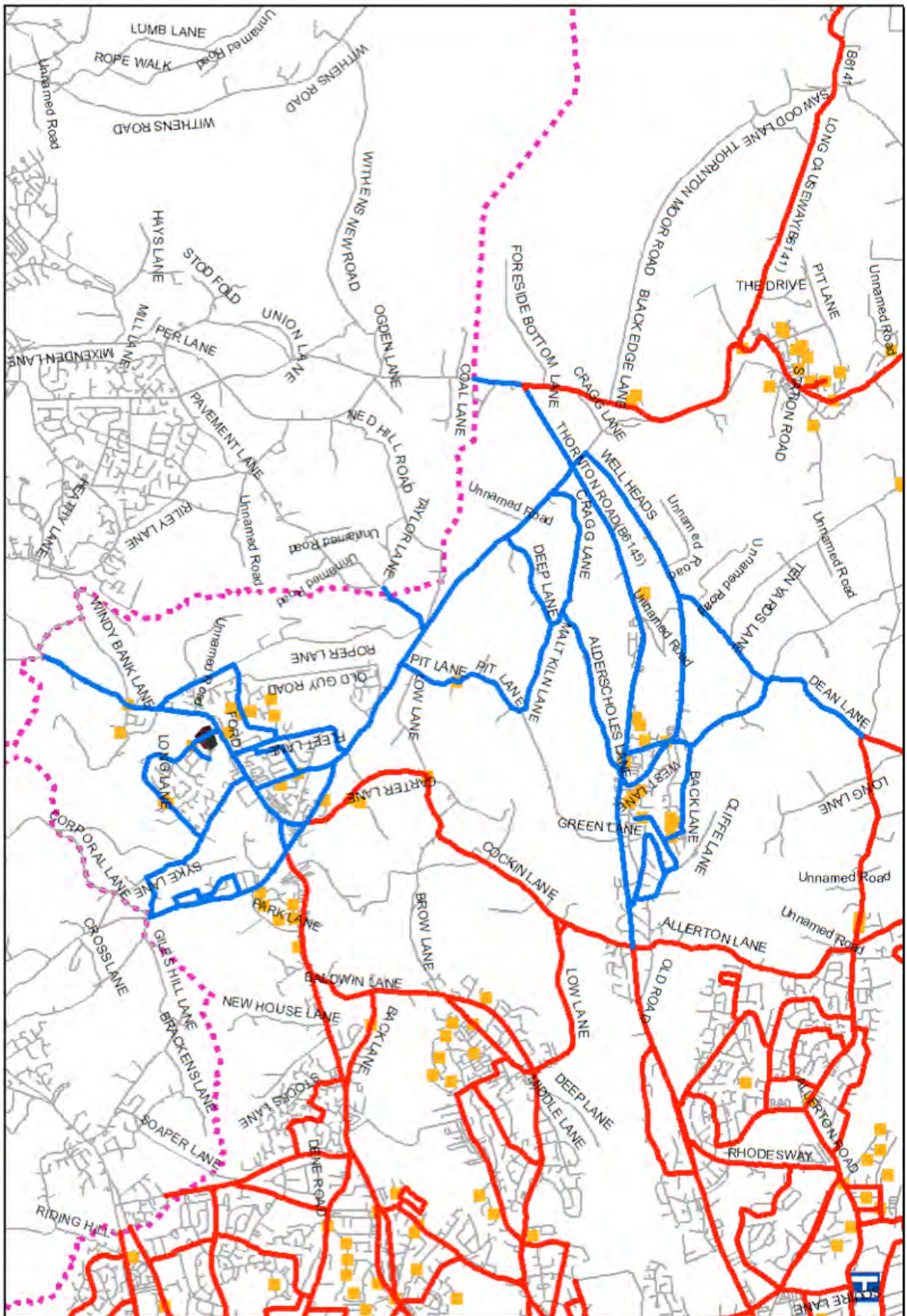


Grit Bins

K8

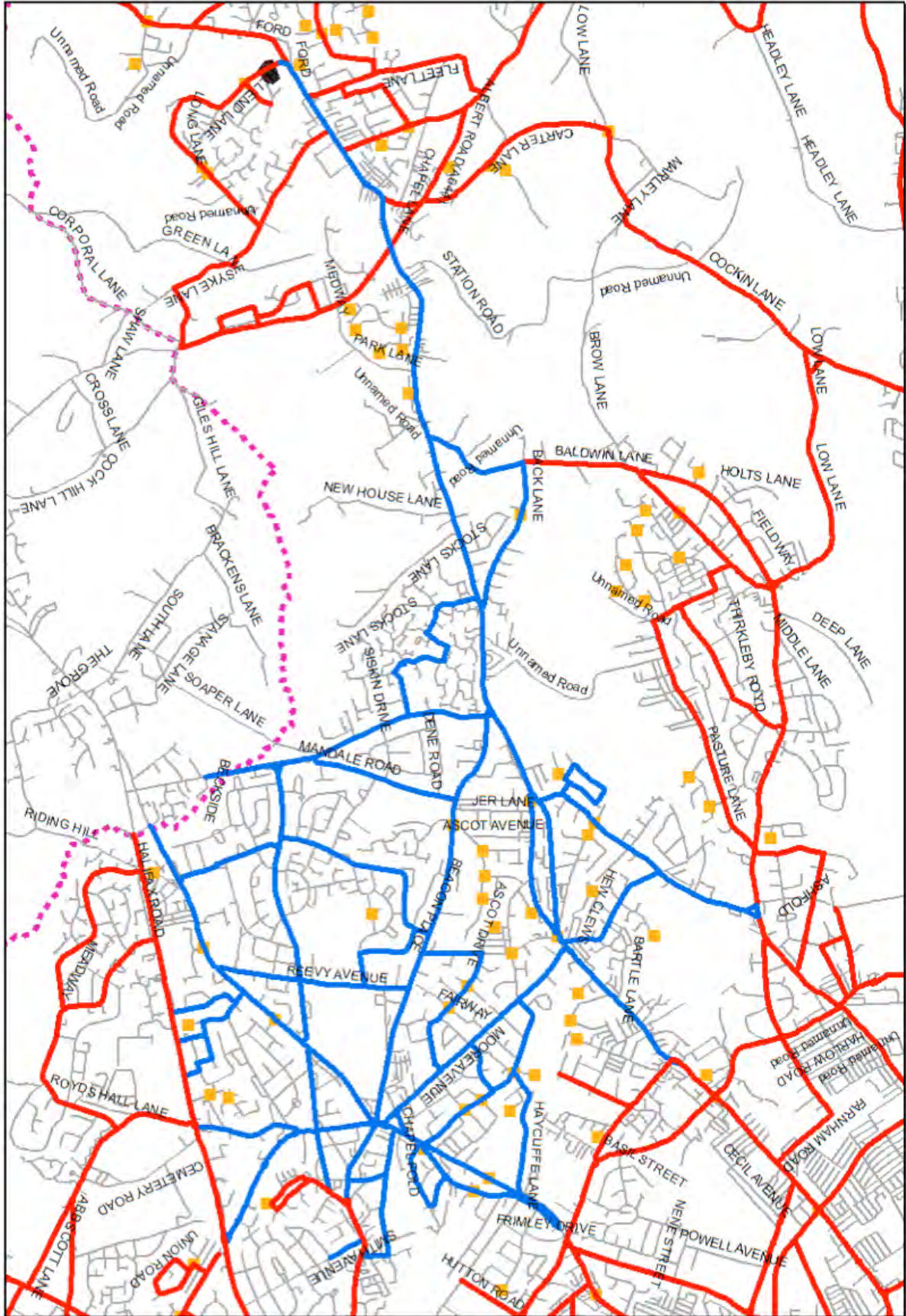






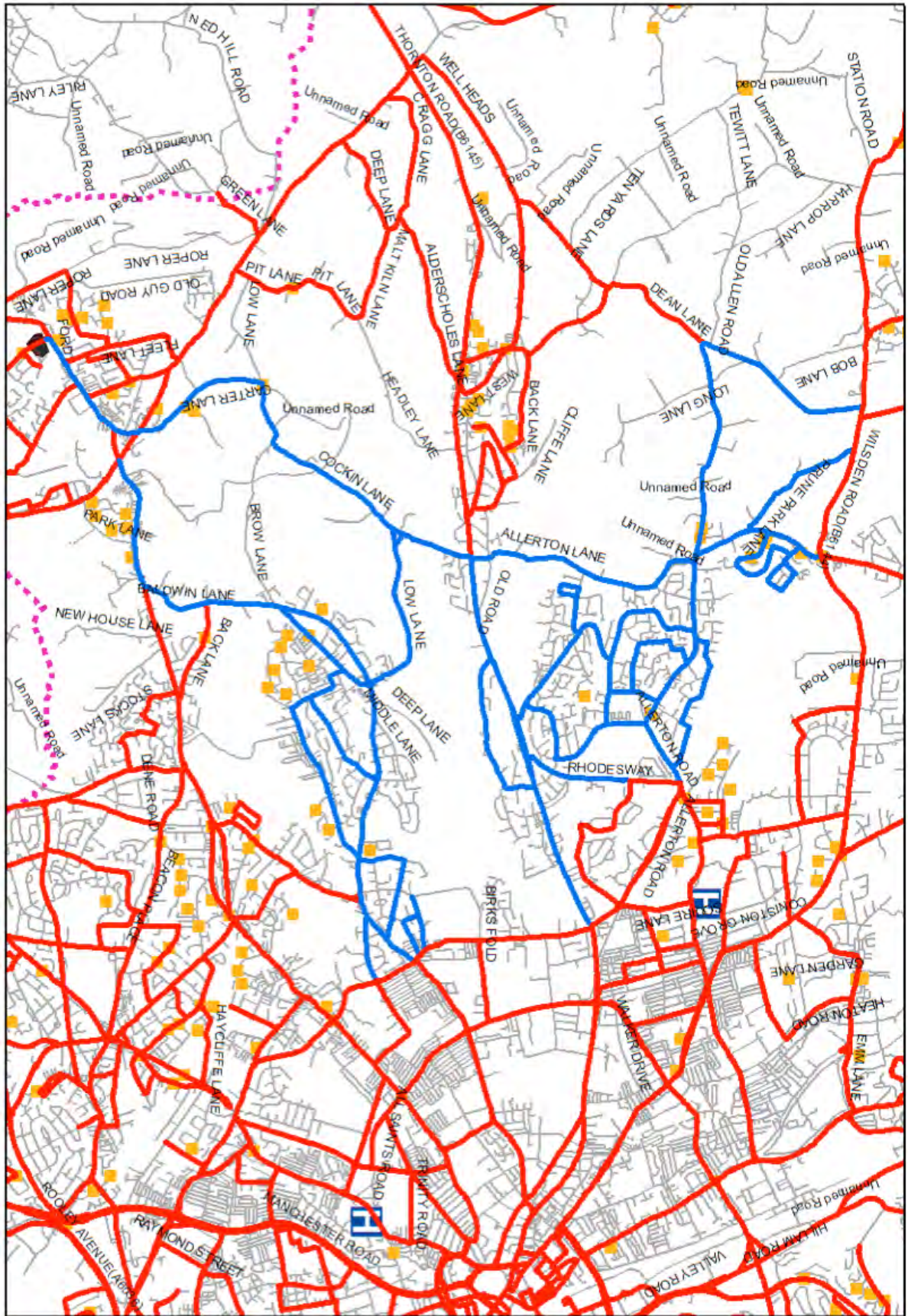
Grit Bins

Q1



Grit Bins

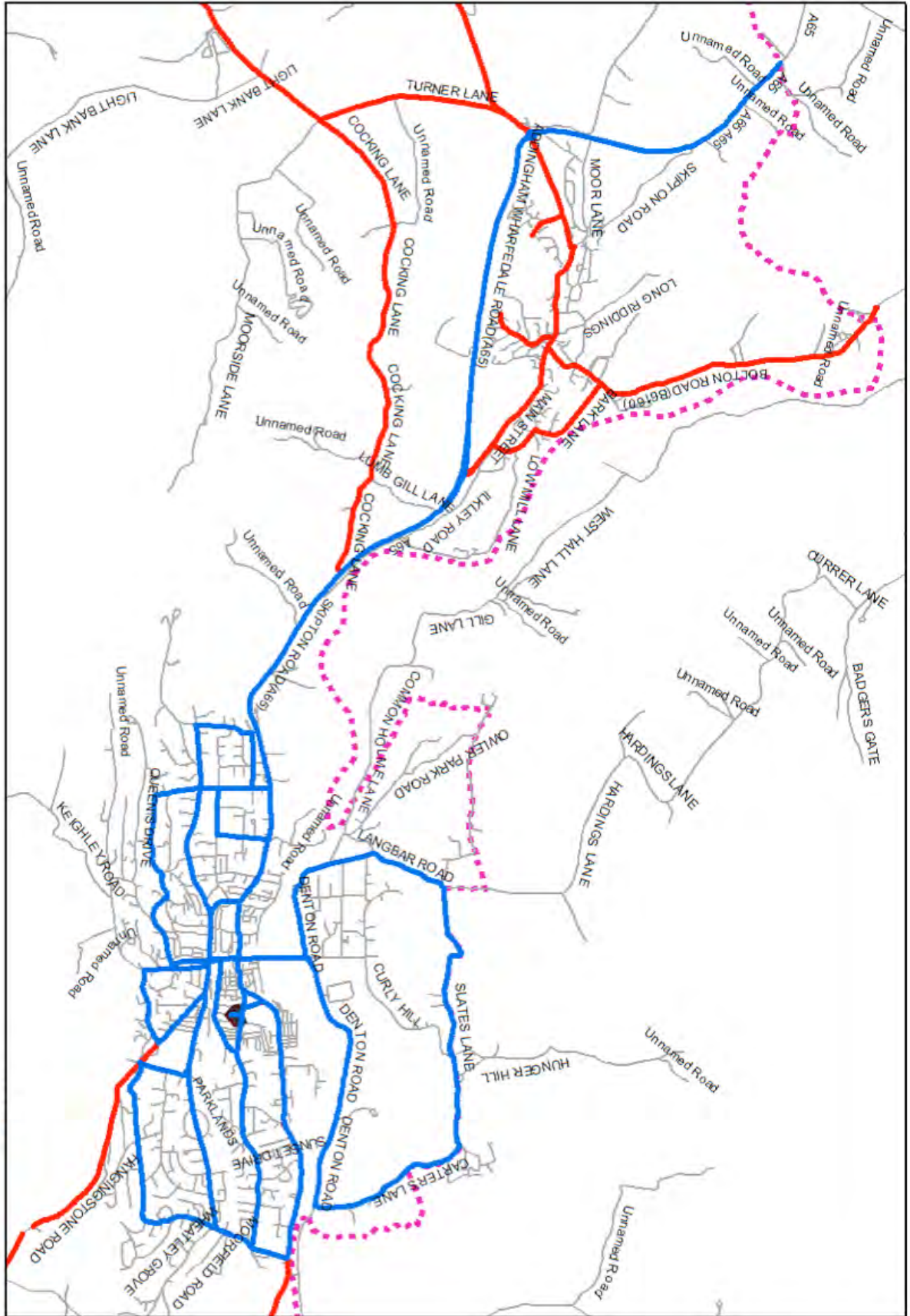
Q2



Grit Bins

Q3

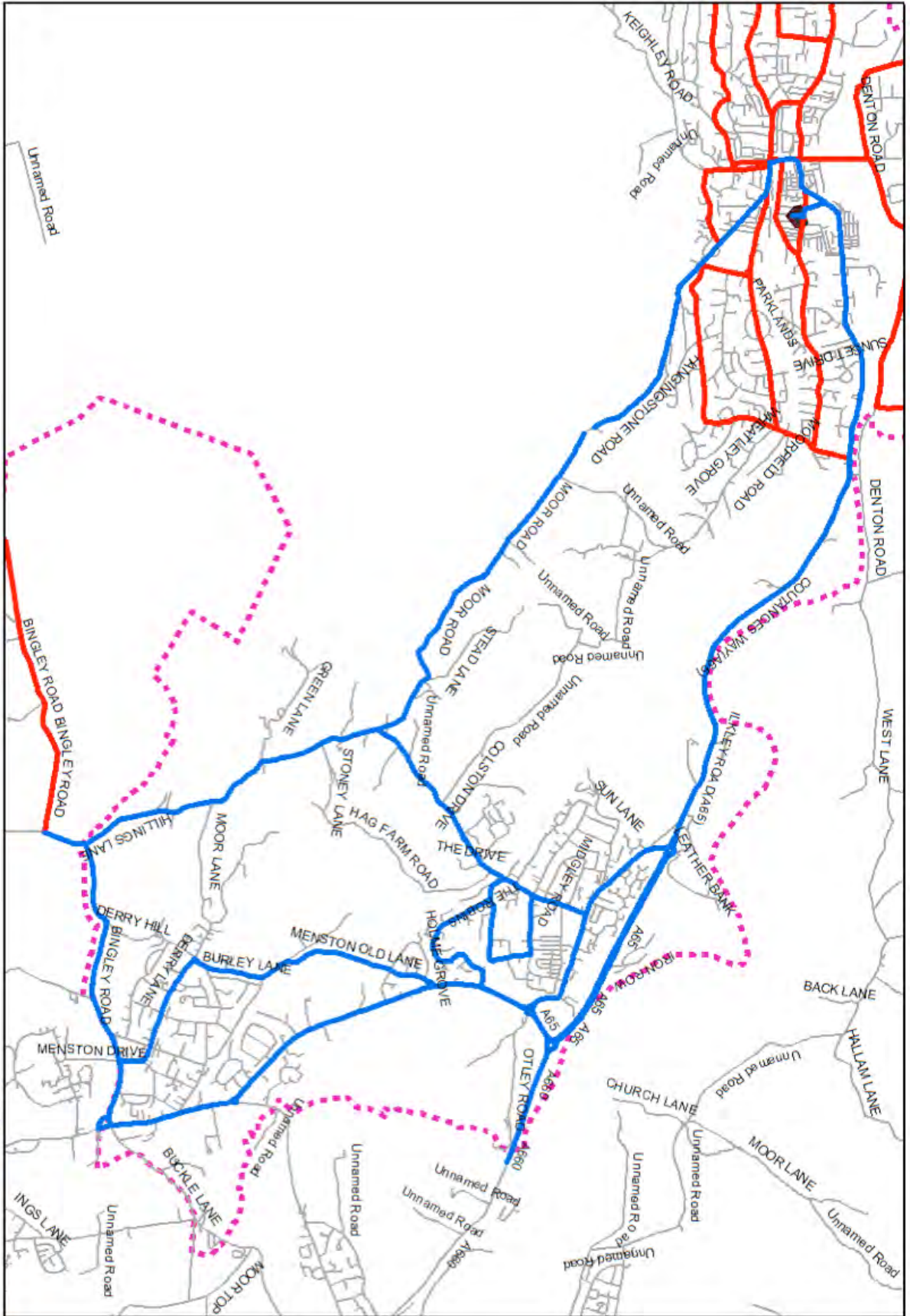
ILK 1
Grit Bins



Grit Bins



ILK 2



Appendix 4

Assessment for Provision of Grit Bins

| LOCATION OF SALT BIN | | DATE OF ASSESSMENT | ASSESSED BY | |
|--|--|--------------------|--|--|
| CHARACTERISTIC | SEVERITY | POINT | ASSESSED ACTUAL SCORE | |
| 1) Carriageway Gradient | Greater than 1 in 10 | 75 | | |
| | 1 in 10 to 1 in 30 | 40 | | |
| | Less than 1 in 30 | NIL | | |
| 2) Altitude | Land over 700ft | 75 | | |
| | Land over 500ft | 50 | | |
| | Land between 250ft and 500ft | 25 | | |
| 3) Distance to next Grit Bin | Less than 200m | 0 | | |
| | 200m to 400m | 15 | | |
| | More than 400m | 20 | | |
| 4) Close proximity to and falling towards and away from junctions | Heavily trafficked Road | 80 | | |
| | Moderately trafficked Road | 60 | | |
| | Lightly trafficked Road | 30 | | |
| | Not falling | NIL | | |
| 5) Number of premises for which this is the only access | Over 100 | 30 | | |
| | 50-100 | 20 | | |
| | 20-50 | 10 | | |
| | 0-20 | NIL | | |
| 6) High Traffic / Strategic General location and High pedestrian movements | School/Community centres | 25 | | |
| | Designated old persons Accommodation | 25 | | |
| | Clinics/Doctors Surgeries | 25 | | |
| | | | | |
| 7) Road Priority | On Priority 1 Main Road Gritting Route | -50 | | |
| | On Priority 2 Side Road Gritting Route | -50 | | |
| 8) Winter Gritting Volunteer Scheme | Registered on Winter Gritting Volunteer Scheme | +50 | | |
| | Not registered on scheme | 0 | | |
| | | TOTAL | This needs to be over 125 to pass | |

Appendix 5

Example of Daily Record Sheet

WINTER MAINTENANCE
DAILY GRITTING RECORD SHEET 2014 / 15

Priority 1 Grit

Depot: WAKEFIELD RD Conditions: _____

Date: _____ Assistant Manager: _____

Time: To:

Action: _____ Signature: _____

| Route No | Fleet No or Vehicle Reg | Time Out | Time In | 10mm | Route Completed Driver Signature | Comments |
|-------------------|-------------------------------|----------|---------|------|-------------------------------------|----------|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| Loading Shovel | | | | | | |

Also DAILY GRITTING SHEET FULL GRIT W/CRD HOLES
Page 1 of 1

WINTER SERVICE ON A PAGE

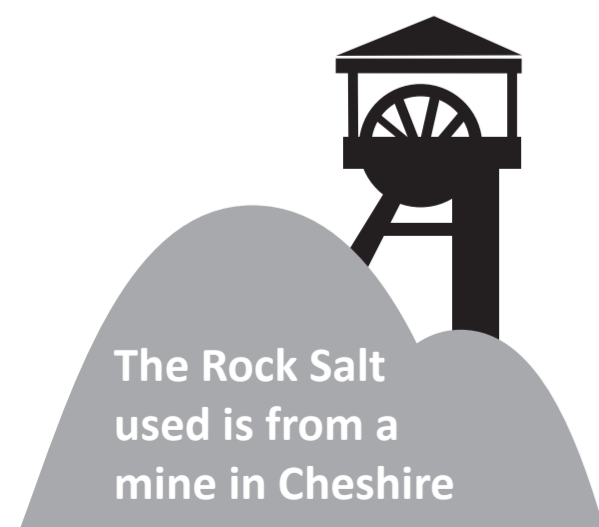
Bradford in Winter



Over 50% of the population of Bradford lives around and above 500 feet above sea level



WE HAVE 24,000 Tonnes of rock salt stockpiled before the start of each season



The Rock Salt used is from a mine in Cheshire

Bradford's Winter Service



STAFF ON CALL 24/7 from OCTOBER TO APRIL



We have two dedicated weather stations in Queensbury and Silsden feeding road surface temperatures



WE GRIT 24 routes covering over 700 miles which equates to 62% of the Highway Network



WE GRIT seven dedicated Footway Routes in the City Centre and Town Centres across the District



WE PROVIDE over 550 grit bins across the District

WE HAVE 34 Gritters



WE HAVE 50 Drivers on stand-by

Winter Review

In 2012-13 we completed 117 gritting runs using 22,000 tonnes of rock salt



WORST WINTER

In 2016-17 we completed 40 gritting runs using 7,000 tonnes of rock salt



LAST WINTER



On average we treat the network 68 times each winter which equates to 48,000 miles a year - almost enough to circle the world's equator twice

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

AM

Subject: Bradford Odeon

Summary statement:

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

It is recommended that the Executive:

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

Stuart McKinnon-Evans
SD Corporate Services

Portfolio:

Leader of Council

Report Contact: Ben Middleton
AD Estates and Property
Phone: (01274) 439067
E-mail: [\[e-mail address\] @bradford.gov.uk](mailto:[e-mail address]@bradford.gov.uk)

Overview & Scrutiny Area:

Corporate

1. SUMMARY

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

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

2. BACKGROUND

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

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

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

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

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

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

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

3. OTHER CONSIDERATIONS

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

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

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The Not For Publication Appendix includes a financial appraisal.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

6. LEGAL APPRAISAL

6.1 The Not For Publication Appendix includes a legal appraisal.

7. OTHER IMPLICATIONS

None.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 Bradford Odeon – Not for Publication Appendix

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

9. OPTIONS

9.1 The options available to the Executive are to:

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

10. RECOMMENDATIONS

10.1 The Executive is asked to:

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

11. APPENDICES

11.1 Bradford Odeon – Not for Publication Appendix

12. BACKGROUND DOCUMENTS

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

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