

Public Document Pack



Agenda for a meeting of the Regeneration and Economy Overview and Scrutiny Committee to be held on Tuesday, 23 January 2018 at 6.00 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN	INDEPENDENT
Heseltine Mallinson	Farley Jamil H Khan Nazir	Fear	H Hussain	K Hussain

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN
Pennington Whiteley	Green Johnson Salam Sharp	R Ahmed	Warnes

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- 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

To:

Agenda Contact: Asad Shah/Sheila Farnhill
Phone: (01274) 432280/2268

E-Mail: asad.shah@bradford.gov.uk/sheila.farnhill@bradford.gov.uk

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

Any request to remove the restriction on a report or background paper

should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

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

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

(Asad Shah - 01274 432280)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

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

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. CANAL ROAD CORRIDOR URBAN VILLAGE 1 - 8

The report of the Strategic Director, Place (**Document “N”**) outlines the work carried out and progress made to date by the Joint Venture Company established by the Council with Private Sector Partners Urbo Regeneration Ltd., to undertake the comprehensive redevelopment of the Centre Section of the Bradford-Shipley Canal Road Corridor Regeneration Area.

Recommended –

That Members are recommended to note progress on the CRUVL New Bolton Woods project and the current anticipated timeline for the next stages of delivery.

(Simon Woodhurst – 01274 433789)

6. ESTATE MANAGEMENT 9 - 24

The report of the Strategic Director, Corporate Services (**Document “O”**) provides the committee with an update following the report outlining the functions of Estate Management presented to committee on 24th October 2016.

Recommended –

That the committee consider the report and comment as appropriate.

(Ben Middleton 433607)

7. FORMER ODEON BUILDING 25 - 44

At its meeting on 5 December 2017 the Executive received a report of

the Strategic Director Corporate Services (**Executive Document “AM” which contained Not For Publication Appendix 1**) which considered the options available to the Council in securing funding for the proposed refurbishment of the Bradford Odeon.

Executive resolved as follows:

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

ACTION: Strategic Director, Corporate Services

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

Executive resolved as follows:

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

ACTION: Strategic Director Corporate Services

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

Recommended –

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

(Ben Middleton – 01273 439067)

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

8. PROPOSED FINANCIAL PLAN UPDATED 2018/19 TO 2020/21 45 - 62

The report of the Strategic Director, Place (**Document “Q”**) presents budget proposals pertaining to the Regeneration & Economy Overview and Scrutiny Committee which were approved for consultation by the Executive on 5 December 2017.

Recommended –

It is recommended that members of the Committee note the budget proposals and provide comment to inform the consultation process.

(Steve Hartley – 01274 434748)

9. REGENERATION AND ECONOMY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017-18 63 - 66

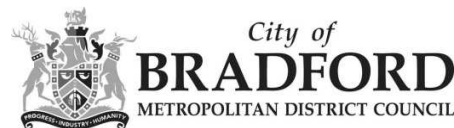
The report of the Chair of the Regeneration and Economy Overview and Scrutiny Committee (**Document “R”**) presents the Committee’s Work Programme 2017-18.

Recommended –

That the Work programme 2017-18 continues to be regularly reviewed during the year

(Licia Woodhead – 01274 432119)

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

Subject:

Progress Update - Canal Road Urban Village
Bradford-Shipley Canal Road Corridor Regeneration Area

Summary statement:

This report outlines the work carried out and progress made to date by the Joint Venture Company established by the Council with Private Sector Partners Urbo Regeneration Ltd., to undertake the comprehensive redevelopment of the Centre Section of the Bradford-Shipley Canal Road Corridor Regeneration Area.

Julian Jackson
Assistant Director (Planning Transport & Highways)
[Shelagh O'Neill
Assistant Director Economy & Development]

Portfolio: Cllr Alex Ross Shaw

**Overview & Scrutiny Area:
Regeneration and Economy**

Report Contact: Simon Woodhurst
Phone: 01274 433789/Mob: 07582103777
E-mail: simon.woodhurst@bradford.gov.uk



1. SUMMARY

- 1.1 This report provides Overview & Scrutiny Committee Members an update on the work carried out and progress made to date by Canal Road Urban Village Ltd., (CRUVL) the joint venture company established by the Council with Urbo Regeneration Ltd., to plan and deliver the regeneration of the New Bolton Woods Masterplan Area of Bradford-Shipley Canal Road Corridor.

2. BACKGROUND

- 2.1 Following Executive approval in 2010, the Council established an innovative public private sector partnership with a private development company, Urbo Regeneration Ltd., (Urbo) to pursue ambitious and comprehensive development proposals to regenerate the Centre Section of the Bradford-Shipley Canal Road Regeneration Corridor (shown on the attached plan at Appendix 1) by creating a new sustainable urban neighbourhood known as New Bolton Woods (NBW).
- 2.2 Urbo Regeneration is a property development and investment company, owned by Arnold Laver Group, Bolsterstone plc and AGD Regeneration Ltd., with a track record of delivering best practice urban regeneration projects working in partnership with Local Authorities, land owners and other developers. The resources of these substantial parent shareholders companies are drawn on by Urbo as required to manage and deliver major regeneration projects and as such are available to underpin CRUVL's NBW development proposals.
- 2.3 The CRUVL joint venture partnership is a private limited company owned by the Urbo and the Council on a 51% to 49% basis and with the operating principles that:
- (i) the Partners work on a partnership basis to explore, design, deliver and manage the development of the NBW regeneration scheme,
 - (ii) principle partners commit their respective landholdings within the JV partnership area to create a stock of land that will be available for future development purposes,
 - (iii) all development costs and funding will be provided by URBO,
 - (iv) Urbo will be entitled to the reimbursement of their proper development costs incurred and a fixed profit from the receipts of all development schemes delivered by CRUVL,
 - (v) any additional profits generated as will be divided between the Council and Urbo on a 90: basis, with the Council's overage returns being committed to deliver additional enhancements in the Canal Road Corridor area including traditional S106 type activities.
- 2.4 The CRUVL joint venture is committed to pursue the development of the New Bolton Woods scheme at the heart of the Bradford –Shipley Canal Road Regeneration Corridor, which has been confirmed by the preparation of a comprehensive development Masterplan (illustrated at Appendix 1) that secured outline planning permission on the 12th October 2016.
- 2.5 As part of the District's new Local Plan the Bradford-Shipley Canal Road Corridor is seen as a key component of the Council's strategy of dealing with the District's housing shortage and as such is the subject of an Area Action Plan that was adopted at full Council in December 2017. The AAP provides a strategic planning framework for the area and certainty of land allocations along this key strategic urban corridor.
- 2.5 NBW is planned to provide over 1000 new homes within the 'Centre Section' of the Bradford Shipley Canal Road AAP area and in order for the scheme to be economically and socially sustainable it will have, at its heart, a new Local Centre comprising a food store, other shops, a



school, Health facilities, leisure and other employment space centred on a new High Street together with extensive, high quality Open Space, Sports and Green & Blue infrastructure.

3.0 PROGRESS TO DATE.

3.1 During the preparation and final approval of the NBW Masterplan CRUVL have been concentrating on exploring the delivery of four key development phases as follows:

3.1.1 **Phase 1** - CRUVL have already delivered a first phase of residential development with partners Skipton Properties Ltd planning App. No. 12/03708/MAF), whereby providing 50 new homes (including 20 Social housing units), all of which have been completed in 2013/14 and subsequently sold. This phase received funding support from the HCA to assist the delivery of the affordable units.

3.1.2 **Phase 2** – is the proposed development of some 3,000 sq m of retail/commercial space on the site of a former Arnold Laver warehouse/depot at the junction of Stanley Road/Canal Road that will anchor the new Local Centre element of the NBW scheme. Planning Permission was secured on the 22/09/2015 (App. No. 14/04817/MAF) for this phase of development and CRUVL are currently engaged in detailed negotiations with end users in respect of the following:

- (i) A drive-through restaurant unit for Costa Coffee Ltd., CRUVL have agreed terms with the operator, a detailed planning application is awaiting determination and work is expected to commence on site in mid 2018.
- (ii) A new (use Class A1) foodstore to be developed for a major food retail operator – terms have been agreed by CRUVL and contracts are yet to be exchanged on this transaction but it is anticipated that work will commence on site in 2018 in order to open the new store in 2019/20.
- (iii) A third retail unit is also planned for development within this phase and CRUVL are actively seeking a suitable operator/Lessee.

3.1.3 **Phase 3** – is made up of the proposed development of a further 145 new homes on part of the NBW scheme site off Poplars Park Road that CRUVL have successfully negotiated with national housebuilder Keepmoat Homes Ltd., for which detailed planning permission was secured in October 2017. The Council's Economic Development Service have also secured grant funding of £3.6m from the West Yorkshire Combined Authority's Local Growth Fund to contribute to the cost of carrying out essential site remediation works to prepare the site for development purposes and to assist the delivery of the Keepmoat scheme. Keepmoat are programmed to commence construction works in January 2018 and deliver the proposed 145 new homes by 2021.

3.1.4 **Phase 4** – is expected to follow on further land adjoining the Keepmoat Phase 3 scheme off Poplars Park Road. This phase should deliver up to 250 homes further within the CRUVL New Bolton Woods scheme and with the possible provision of a suitable access road through the NBW Phase 4 site this could facilitate the delivery of up to 700 new homes on the adjoin Bolton Woods Quarry Site. An outline planning application has been submitted in respect of the Bolton Woods Quarry scheme and CRUVL are currently in detailed discussions with the owners of the Quarry Site to try and agree the format and design of a suitable access road that would assist the delivery of this scheme whilst also ensuring that CRUVL's commercial interests are not damaged and the NBW Phase 4 proposals may also be progressed on a viable basis as planned.



3.1.5 **Phase 5** - the construction of a new artificial sports pitch on the King George V Playing fields that together with the provision of significant public open space within the planned phases of housing development and the existing green space and sports facilities running through the NBW Masterplan Area will establish a corridor of green infrastructure for the use and benefit of the local communities and wider public. This scheme is delivered in partnership with the One In A Million Free School who will ultimately lease and manage the new sports facilities and the delivery is being led by the Council's Sports & Leisure Service with funding support from the ESFA and Football Foundation.

3.2 In addition to the five phases currently being actively progressed by CRUVL, the delivery of the whole NBW Masterplan scheme is viewed as a 10 to 15 year project and as such further phases of development that will be pursued as appropriate in the future. These will include:

- further retail, commercial and residential developments that together with the Phase 2 retail scheme will form the planned new Local Centre to serve the NBW and wider communities,
- provision of additional later phases of housing that could mean the ultimate delivery up to 1,000 further new homes in total within the NBW scheme
- new health and education facilities

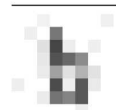
4. OTHER CONSIDERATIONS

4.1 Transport infrastructure upgrades to Canal Road to support the delivery of the New Bolton Woods development are a fundamental element of work being promoted through the West Yorkshire+ Transport Fund's Bradford to Shipley Corridor project. This project is currently being developed to Outline Business Case submission which is expected to be approved by the West Yorkshire Combined Authority by the end of 2018. The overall delivery programme and strategy of the Bradford to Shipley Corridor project will be closely aligned with the programme for the New Bolton Woods development to ensure that essential elements of infrastructure necessary to support the development can be in place at the appropriate time and that disruption due to construction is mitigated.

5. FINANCIAL & RESOURCE APPRAISAL

5.1 To date individual development projects within the delivered and planned phases of the NBW Regeneration scheme have secured external funding totalling some £4.6m from sources including the Homes & Communities Agency (HCA), West Yorkshire Combined Authority (WYCA) and Education Funding & Skills Agency (EFSA).

5.2 Economic Development Officers are also in dialogue with both WYCA and the HCA in respect of the possibility of further funding being secured to assist the delivery of additional later phases of development including the possibility of accelerating the delivery of the NBW Phase 4 and Bolton Woods Quarry schemes by 2025. Any such funding however will be dependent to a certain extent on the delivery and take-up of new homes being delivered as part of the CRUVL/Keepmoat Phase 3 scheme that will have a significant impact on the ambition to make NBW an attractive location where local people and families will make a positive choice to live, grow and invest.



6. RISK MANAGEMENT AND GOVERNANCE ISSUES

Not applicable

7. LEGAL APPRAISAL

Not applicable

8. OTHER IMPLICATIONS

None

8.1 EQUALITY & DIVERSITY

At this stage there are no specific equality and diversity issues. Equality and diversity issues will be identified as part of the project development process.

8.2 SUSTAINABILITY IMPLICATIONS

8.2.1 The New Bolton Woods scheme is intended to be a best practice Urban Regeneration project and is set up to deliver a number of prioritised objectives for Bradford Council that includes Sustainable Development as a keystone of the project.

8.2.2 The Council and CRUVL actively promote New Bolton Woods with a principle of creating a new Sustainable Urban Neighbourhood through an approach to sustainable development that advocates the benefits of a self-contained community with housing located close to as many social and economic facilities as possible to encourage walking and cycling. This approach generates a mixed-use neighbourhood concept with local shops, school, community facilities and places of employment will reduce car use and generate an attractive place to live, work and enjoy leisure time encouraging a sustainable lifestyle.

8.3 GREENHOUSE GAS EMISSIONS IMPACTS

8.3.1 The housing designs with the NBW are planned to address low carbon issues by using modern construction methods and having high regard to design for sustainability. It is intended that, subject to viability as a starting point, the Project will carry out energy efficient development, reducing carbon emissions and running costs for new homes through appropriate design, the provision of electric car charging points in all houses delivered and the promotion of the use of multi modal transport including bus, train and cycling

8.4 COMMUNITY SAFETY IMPLICATIONS

There are no community safety implications at this stage however the design of all development phases within the Scheme will wherever practically possible incorporate secure by design principles.

8.5 HUMAN RIGHTS ACT

There are no Human Rights implications

8.6 TRADE UNION

There are no Trade Union implications.



8.7 WARD IMPLICATIONS

The NBW Scheme falls within the Wrose & Winhdhill and Bolton Wards will meet the objectives of the Bradford Shipley Canal Road Corridor Area Action Plan.

9. NOT FOR PUBLICATION DOCUMENTS

None.

10. RECOMMENDATIONS

10.1 Members are recommended to note progress on the CRUVL New Bolton Woods project and the current anticipated timeline for the next stages of delivery.

11. APPENDICES

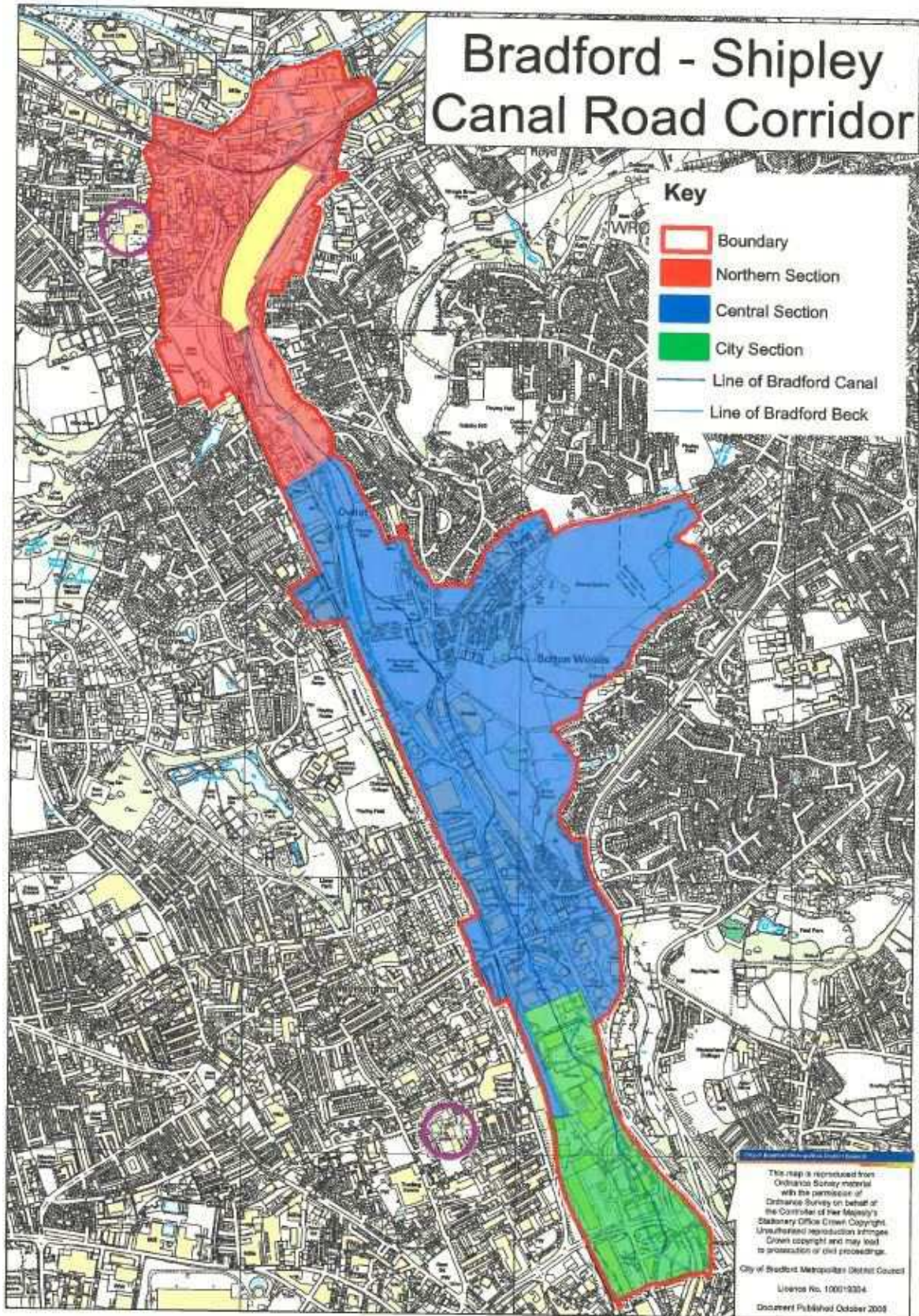
Appendix 1 – Bradford-Shipley Canal Road Corridor with Centre Section
Appendix 2 – NBW Masterplan

12. BACKGROUND DOCUMENTS

None



Appendix 1 – CRC Centre Section



Appendix 2 – NBW Masterplan





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

O

Subject:

Estate Management

Summary statement:

This report provides the committee with an update following the report outlining the functions of Estate Management presented to committee on 24th October 2016.

Stuart McKinnon-Evans,
Strategic Director, Corporate
Services

Report Contact: Ben Middleton
Phone: (01274) 439607
E-mail:
ben.middleton@bradford.gov.uk

Portfolio:

Regeneration, Planning & Transport

Overview & Scrutiny Area:

Regeneration & Economy

1. SUMMARY

This report provides the committee with an update further to the report outlining the functions of Estate Management presented to committee on 24th October 2016.

2. BACKGROUND

2.1 Service Update

- 2.1.1 Following a restructure of service areas within the Regeneration Department in 2016, the Estate Management Service together with Facilities Management, the Built Environment and the Energy Centre now comprise the Estates and Property Service, which has moved under the remit of the Department of Corporate Services.
- 2.1.2 Following a service restructure, the Estates Management service area is now arranged into three teams, these being: Operations; Acquisitions and Disposals and Strategic Asset Management.
- 2.1.3 The Estates teams provide proactive strategic and operational asset management advice and are essential enablers offering corporate support and strategic functions across the Council. This work is split into three broad remits, which is to provide strategic and day to day management of the Council's operational property. The three Services include the Strategic Asset Management Team led by Steph Moore; the Operations Team led by Belinda Gaynor providing day to day management and support in respect of the non-operational and investment estate, rent reviews and lease renewals and annual asset valuations, and the Acquisitions and Disposals team led by Alistair Russell dealing with acquisitions and disposals of Council property assets.
- 2.1.4 Despite some essential vacancies being filled, the overall staff numbers have further decreased across the service from 39 to 32 during the last year. At the same time the workload has increased as the service is increasingly called upon to support other areas of the council to achieve service reconfiguration and budget savings.
- 2.1.5 The Council needs to ensure it is maximising the efficiency and potential of its assets. To provide some context, the Council is the largest land owner in Bradford with holdings in excess of 4,632 hectares, representing 12.64% of the entire district. Given the current unprecedented reductions and financial pressures in public sector funding, it is now more pressing than ever to ensure an effective and holistic use of public assets.

	Square Metres	Hectares	% of District
Freehold Site Area	45,377,648.58	4,537.76	12.38
Leasehold Site Area	948,568.97	94.86	0.26
Freehold & Leasehold	46,326,217.55	4,632.62	12.64
District Area	366,416,180.85	36,641.62	100.00

These changes have resulted in an increased demand upon the Asset and Estate Management services, for example: the number of School Academy conversions; Youth Service review; Children's Early Help Programme; Adult Services Home First Programme; Environment & Sport strategic review e.g. Trust status; The Localism Act – Community Asset Transfers; Self-management; Assets of Community Value; this list is not exhaustive of the changes requiring property related advice and action. For example, the number of legal instructions issued to Legal Services from Estates has trebled over the last 12 months from 350 to 1,100, the service is currently processing and progressing 72 Community Asset Transfer requests and 23 Academy conversions.

2.2 2016/17 Activities

2.2.1 A summary of the main work carried out within the service during the last year is set out below.

Activity	Description	Outcomes
Disposals	The sale of surplus land and property	2016/17 £5.3 m capital receipts with ongoing sales worth £3.4m carried forward to 17/18
Property Management	The day to day management of land and property 'held by Estate Management' The provision of an Estate Management Service to other property holding Service areas Invoicing	The management of 3,856 leased properties – generated an income of £2.628m in 2016/17 against a target of £2.4m Letting vacant non-operational property. The management of a programme to reduce the council's business rates liability. Public Open Space – maintenance, fly tipping, dealing with anti-social behaviour.

		<p>Negotiating the termination of council tenancies at Kershaw House, Bank House and Future House enabling the council to reduce its property occupational costs to deliver £1.25m of annual revenue savings by 2018/19.</p> <p>Market shops lettings; on-going management of Children's Centre lettings; Parks & Landscape lettings</p> <p>Total income invoiced for Service Areas across the council for 2016/17 £5m</p>
Valuations	Asset Valuations	The completion of a programme of 1,091 valuations for inclusion in the council's 2016/2017 Financial Statements.
Acquisitions and Disposals	<p>The acquisition, management & disposal of properties on behalf of the Empty Homes Team</p> <p>The disposal of properties to recover unpaid council tax</p> <p>Acquisition of commercial investments.</p>	<p>Financial Year 2016-2017</p> <ul style="list-style-type: none"> • 13 properties sold <p>21 valuations undertaken Supporting the recovery of income owed to the council.</p> <p>Purchase of the NCP Car Park at Hall Ings Road for £4.15m. A city centre strategic site producing a long term and secure income</p>
Academies	Negotiation of property arrangements for the conversion of schools to Academy status	2016/17 38 Academy leases completed
Children's Centres	The negotiation and completion of tenancy agreements for leased in children's centres and third party occupations	The day to day management of tenancy arrangements for 85 Children's Centres

Highway Schemes	Hard Ings Road scheme Harrogate Rd./New Line Scheme	Acting as intelligent client for the Council by liaising with the external surveyor appointed to negotiate land acquisitions.
Housing development	<p>Identification of sites for future development, including: Former Braithwaite Special School, Braithwaite Road, Keighley; Land at Harrogate Rd., Greengates Former Bronte School Site, Keighley Road, Oakworth; Former Flockton House & Car Park, East Bowling Abb Scott Lane, Huddersfield Rd, Low Moor; and, the site of the former Ferniehurst Primary School, Cliffe Lane West, Baildon</p> <p>Disposals</p> <p>Support to council's own housing development programme.</p>	Helping the council to meet the district's requirement for new homes whilst generating capital receipts to support district priorities.
Office Accommodation	Rationalisation of accommodation through consolidation supported by the introduction of flexible working and electronic document management.	<p>Vacation of Kershaw House Vacation of Bank House (on track to complete in March 2018) Reconfiguration of Britannia House, incl CCTV area Relocations within MMT, SHMH and City Hall Closure of First Avenue Children's Home Closure of Holme View special community unit Relocation of approx. 500 staff overall Vacation of Haworth Road Library and creation of Community Library Significant number of departmental city centre services moves to facilitate staff restructures</p>

<p>Estates Strategy</p>	<p>Strategic planning and implementation of capital projects. Acquisition of capital funding on 'invest to save' principle. Project management from inception to delivery. Business Transformation.</p>	<p>Depot Strategy – Proposed consolidation of 3 depots onto 1 freehold site with an option appraisal for an alternative fuel provision.</p> <p>City Hall – Re-profiling of the building to become a public attraction by the relocation of Council services from the ground, 1st and 2nd floors, creating a Rugby League Museum and visitor experience restoring the building's interior. Heritage Lottery Funding is being sought to cover some of the costs. Working on solutions for the three operational services on the ground floor, these being: Occupational Health; Pay/Cash Office and Credit Union.</p>
<p>Community Asset Transfers (CATs)</p>	<p>Managing/encouraging applications for the transfer of property on lease to third party/community groups to ensure continued community benefit and reduced Council liability and expenditure. Part of an integrated approach of continued service provision, with reduced funding. Providing management support and information. Negotiation and completion of tenancy agreements. Working with the Third Sector.</p>	<p>110 applications have been received to date for 145 properties. 72 applications are progressing through the transfer process. 17 applications have been completed in the last year, which have concluded the transfer of 33 assets.</p> <p>Priorities include:</p> <ul style="list-style-type: none"> • Public halls and public conveniences whose funding will cease on 1st April 2018 • Recreational grounds, as part of the Playing Fields Strategy focusing on sports hubs rather than individual playing fields. • Youth service CATs • Libraries CATs <p>Working with Community Action Bradford and District (CABAD) and localities to facilitate the process.</p>
<p>Allotments</p>	<p>Management and day to day operational provision of the Council's Allotment Service.</p>	<p>6 Community Asset Transfer applications for 8 allotment sites have been received and are being progressed.</p>

		Encouraging CATs/self-management currently profiling a 10% reduction in sites once the above transfers have been completed.
Assets of community Value	The management and administration of applications to register.	Ensuring compliance with current legislation including administrating within strict timescales. 63 Assets of Community Value applications received and dealt with to date.
Children's Early Help restructuring	Early planning for a large-scale restructuring of the Children's Early Help Service.	Preparation for staff relocations from MMT, SHMH, Bank House and other buildings.
Adults restructuring	Property arrangements to support service reconfiguration and commissioning of services.	Working with public sector organisations in a more strategic and structural way: <ul style="list-style-type: none"> • Home First Project Transition • MASH (Multi-Agency Safeguarding Hubs) for Children's and Adults' Services • Neighbourhoods Intelligence Hub with the Police
Property information management	Control and management of the core property records	Coordination of property data across the authority to ensure consistency of the property records and to inform decision-making.

2.3 2017/18 Key Work Priorities/Programme

Key activities that the service is undertaking during the current financial year include;

Activity	Description	Outcomes
Property Management	The day to day management of land and property across the district including tenanted and operational property.	Management of the Investment Estate Maximise income generation Maintenance of open spaces
Investment Estate	Strategic Review	Increase rental income and realise capital receipts through the sale of underperforming assets.
Commercial Investment Acquisitions	Sourcing potential commercial property investments	The acquisition of investments to aid regeneration and generate long term surplus revenue income.
Disposals	The sale of surplus land and property.	On track to deliver circa £4.0m for 2017/18 and circa £3.0m forecast for 2018/19
Children's Services	On-going management of third party occupations of Children's Centres	The support of continued service provision facilitating Children's Services budget savings
Highways Projects	Transport Fund Schemes	Supporting the delivery of Harrogate Road Junction improvements, Hard Ings, Canal Road and Tong Street schemes.
Housing development	Developing a strategy for the identification and release of council land for housing development The provision of on-going support to the Empty Homes Team	<ul style="list-style-type: none"> • Supporting the achievement of the council's new homes target through either the sale of land suitable for development or the identification of land suitable for the council's own housing building programme. • Continuing the current programme of acquisition and sales to bring empty homes back into use - Financial Year 2017 – 2018 ; • 11 properties sold • 18 valuations carried out on behalf of Empty Homes Team

Academies	The negotiation of lease terms and property arrangements for the transfer of schools to academy status.	Supporting the completion of statutory transfers meeting deadlines set by the DFE. 2017/18 to date: 5 leases completed 6 leases in negotiation
Adult Services	Property arrangements to support service reconfiguration and commissioning of services	Service transformation
Valuations	Asset Valuation Programme	The annual revaluation of the council's assets for inclusion in the council's annual Financial Statement
Strategic Priorities	Support to priorities led by other services	<ul style="list-style-type: none"> • Refurbishment of St George's Hall • Refurbishment of the former Odeon • Potential re-location of the Oastler Market to Darley St • Masterplanning of Squire Lane site in Girdlington along with mapping all community assets in the area • Transport and HS3 route for the North • Refurbishment and re-use of Mills • Affordable Housing Programme
	Shared use of space with partners (Police, Health etc.) due to staff changes through rationalisation and consolidation supported by introduction of flexible working and electronic document management.	Continued 'churn' of Council office accommodation recognising organisational change; completion of outer district area reviews to capture opportunities, including: <ul style="list-style-type: none"> • Vacation of Bank House (March 2018) • Strategic options appraisal for: Marlborough St training facility; Full review of Council assets located in Shipley with options for multi-service occupancy. • Phase 1 City Hall relocations solutions.

Estates Strategy	Strategic planning and implementation of capital projects. Acquisition of capital funding on 'invest to save' principle. Project management from inception to delivery. Business Transformation.	Depot Strategy – On site delivery.
Community Asset Transfers (CATs)	Managing/encouraging applications for transfers of property on lease to third party/community groups to ensure continued community benefit and reduced Council liability and expenditure. Providing management support and information. Negotiation and completion of tenancy agreements.	Continued progress of existing and new applications. Priorities are expected to remain the same as outlined in 2016-2017 Activities, i.e.: <ul style="list-style-type: none"> • Public halls and public conveniences whose funding will cease on 1 April 2018 • Recreational grounds, which are part of the Playing Fields Strategy focusing on sports hubs rather than individual playing fields. • Youth service CATs • Libraries CATs Working with Community Action Bradford and District (CABAD) and localities to facilitate the process.
Allotments	Management and day to day operational provision of the Councils Allotment Service.	Progress strategy to promote CAT and self-management. 6 Community Asset Transfer applications for 8 allotment sites have been received and are being progressed.
Assets of community value	The management and administration of applications to register.	Ensuring compliance with current legislation including administrating within statutory timescales.
Children's Early Help restructuring	Supporting the implementation of a large-scale restructuring of the Children's Early Help Service	Staff relocations from MMT, SHMH, Bank House and other buildings with proposed implementation in October 2018.

Adults restructuring	Property arrangements to support service reconfiguration and commissioning of services	Continuing to work with public sector organisations in a more strategic and structural way: <ul style="list-style-type: none"> • Home First Project Transition • MASH (Multi-Agency Safeguarding Hubs) for Children’s and Adults’ Services • Neighbourhoods Intelligence Hub with the Police
Property information management	Control and management of the core property records	Co-ordination of property data across the authority to ensure consistency of the property records and to inform decision-making.

2.5 The Objectives of the service are:

- to ensure that the Council's operational estate is occupied as efficiently as possible and supports the delivery of good outcomes both now, and in the future:
 - to reduce the running costs of Council's buildings;
 - to work with the Third and private sectors to ensure better use of assets to achieve district priorities;
 - to promote the philosophy to work with third sector/public partners to achieve service and accommodation synergies.
- to support regeneration across the district, including the delivery of new housing and economic growth:
 - to minimise the number and impact of underused, empty and derelict Council owned buildings including listed and other heritage buildings;
- to maximise the performance of the Council's investment portfolio, generating additional revenue to support the Council's finances;

3. OTHER CONSIDERATIONS

3.1 Revenue Income

The outturn figures for income generated by Estate Management are set out below. Revenue targets were rebased in 2015/16 to take account of the effect of the disposal of income producing properties and the reduction in the value of geared rents receivable.

Year	Income target	Actual Income	Variance at Outturn
2013/14	£3,721,900	£2,107,375	-£1,614,525
2014/15	£2,622,000	£2,846,035	£224,035
2015/16	£2,451,100	£2,543,470	£92,370
2016/17	£2,528,600	£2,780,765	£252,165
2017/2018	£3,167,400	£3,555,000*	£387,600

- Forecast income for 2017/18 as at November 2017

3.2 Capital Receipts

The capital receipts programme is regularly reviewed and monitors potential capital receipts over a 3 year period. Each site/property is assessed on the likelihood of selling in any particular year and classified as 'agreed', 'likely', 'possible' and 'maybe'.

Those sites/properties categorised in the 'agreed' and 'likely' sections of each year are considered most likely to complete in year. Those in the 'possible' and 'maybe' sections may not complete in that year and could slip to the next or future years.

Although the disposals are closely monitored, sales can fall through at any time resulting in the remarketing of the land or property which could push completion back 1 or 2 years.

The current 3 year capital receipts forecast is set out below;

Year	Completed	Agreed	Likely	Total of Completed , Agreed & Likely	Possible	Total
16/17	£5,300,000			£5,300,000		£5,300,000
17/18	£3,289,000	£360,000	£340,000	£3,989,000		£3,989,000
18/19			£3,000,000	£3,000,000		£3,000,000
Total						£12,289,000

The 3 year forecast will change as the potential realisable value of surplus assets is explored and properties come forward for sale as part of the review of the non-operational estate. It should be noted that assets may be withdrawn from the disposal programme if an approved council use is identified for it prior to disposal.

3.3 Reduction in the size of the Council's estate

Work is on-going to reduce the size of the council's estate helping to achieve both revenue savings and capital receipts.

The size of the of the Council's estate has reduced by approximately 80,000m2 since 2009/10 by vacating over 70 properties. This has delivered;

- £7.6m of per year on-going gross revenue savings
- £42m of cumulative revenue savings from the start of the Programme in 2009/10 to 2018/19
- £37.5m of capital receipts to the end of 2016/17

Disposing of property has also helped the Council significantly reduce the backlog maintenance on the Councils estate.

When combined with investment in the retained estate, the total backlog maintenance on the Council estate has reduced significantly since 2009/10, and has resulted in both a significantly smaller and better quality estate as planned.

Backlog Maintenance	2009-10	2017-18
Operational Estate £ms	83	48
Non Operational £ms	13	8
Total Backlog Maintenance £ms	96	56

Of which Priority 1 £ms	67	24
Of which Priority 2 £ms	14	19
Of which Priority 3 £ms	15	12
Total Backlog Maintenance	96	55
P1 as proportion of total	70%	44%
Operational Estate size GIAm2 000s	319	230
Non-Operational Estate size GIAm2 000s	27	37
Total	346	266

*GIA = gross internal area.

In order to deliver many of the property rationalisations, the Property Programme has invested in New Ways of Working which has also helped deliver a number of other service improvements.

- A Document Management System has been implemented to help reduce the volume (and space requirement) of paper records, but has also resulted in improved document management by enabling appropriate staff to access records from any location.
- A corporate archiving service has been implemented to reduce the space required in Council office buildings for filing, but has also resulted in improved management of records and document retention policies
- A managed print procurement has been undertaken so that staff can work flexibly from any office. This has improved the quality of the printer estate, and also saved over £200k per year.
- Mobile phones, laptops and other mobile technology has been purchased for many staff with the aim of enabling flexible working to reduce office space, but has also significantly improved the quality of the Councils IT infrastructure, and helped improve the efficiency of services.

3.4 **Land Management**

Estate Management regularly receives requests to cut grass, cut back or remove trees and vegetation and deal with fly tipping or other anti-social behaviour on council land. We are conscious that a decision not to carry out the request can be upsetting to residents and when assessing whether to action such requests regard is had to the availability of budget, health & safety implications and the advice of specialists such as arboriculturalists.

The Service is responsible for the direct management of 1590 (30%) of the council's assets. Estate Management's total maintenance budget for these assets in 2016/17 is £286,000 which is allocated as follows:

Non operational land	£218,700
Agricultural land and property	£21,000
Allotments	£47,000

Of the budget available for maintaining land £165,000 (75%) is committed to pay for grass cutting 10 times a year on 242 sites across the district. The remaining £53,700 is used to deal with emergency repairs such as fallen trees following a storm, repairs to damaged walls, removal of horses, cutting back bushes and hedges not on the grounds maintenance contract and the removal of fly-tipping.

The Service strives to spend within its budget. Due to the budget available combined with the fact that the need to carryout emergency works to trees, structures or land cannot be predicted, it is not always possible to agree to carry out all requests for work on land managed by Estate Management but do our utmost to ensure that matters that present a potential danger to people or property are dealt with.

4. FINANCIAL & RESOURCE APPRAISAL

The council has significant resource invested in the land and property that it owns.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

Property transactions are conducted in accordance with the provisions of the Disposal Policy, S.123 of the Local Government Act 1972 and the Localism Act 2011

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

7.2 SUSTAINABILITY IMPLICATIONS

The sustainability of the estate will continue to be improved through rationalisation and investment.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Estate Management works with the Energy Centre in order to minimise the impact of property on the council's carbon footprint.

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

The committee is asked to note the report.

10. RECOMMENDATIONS

10.1 That the committee consider the report and comment as appropriate

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

The Report of the Strategic Director of Regeneration to the Regeneration Overview & Scrutiny Committee 24th October 2016.



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

P

Subject:

Former Odeon Building

Summary statement:

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

Stuart McKinnon-Evans
Strategic Director – Corporate
Services

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

Portfolio:
Leader's Portfolio
Regeneration, Transport and Planning

Overview & Scrutiny Area:
Regeneration and Economy

1. SUMMARY

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

2. BACKGROUND

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

Executive resolved as follows:

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

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

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

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

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

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

Executive resolved as follows:

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

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

3. OTHER CONSIDERATIONS

See attached appendices

4. FINANCIAL & RESOURCE APPRAISAL

See attached appendices

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

See attached appendices

6. LEGAL APPRAISAL

See attached appendices

7. OTHER IMPLICATIONS

See attached appendices

8. NOT FOR PUBLICATION DOCUMENTS

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

- Appendix 2
- Appendix 4

9. RECOMMENDATIONS

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

10. APPENDICES

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

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

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

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

11. BACKGROUND DOCUMENTS

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

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

AM

Subject: Bradford Odeon

Summary statement:

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

It is recommended that the Executive:

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

Stuart McKinnon-Evans
SD Corporate Services

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)

Portfolio:

Leader of Council

Overview & Scrutiny Area:

Corporate

1. SUMMARY

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

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

2. BACKGROUND

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

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

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

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

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

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

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

3. OTHER CONSIDERATIONS

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

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

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The Not For Publication Appendix includes a financial appraisal.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

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

6. LEGAL APPRAISAL

6.1 The Not For Publication Appendix includes a legal appraisal.

7. OTHER IMPLICATIONS

None.

8. NOT FOR PUBLICATION DOCUMENTS

8.1 Bradford Odeon – Not for Publication Appendix

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

9. OPTIONS

9.1 The options available to the Executive are to:

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

10. RECOMMENDATIONS

10.1 The Executive is asked to:

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

11. APPENDICES

11.1 Bradford Odeon – Not for Publication Appendix

12. BACKGROUND DOCUMENTS

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

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

AR

Subject: City Centre Regeneration

Summary statement:

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

Stuart McKinnon-Evans
Strategic Director Corporate Services

Portfolio:
Cllr Alex Ross-Shaw

Report Contact: Ben Middleton
Assistant Director – Estates & Property
Phone: (01274) 439607
E-mail: ben.middleton@bradford.gov.uk

Overview & Scrutiny Area:
Corporate

1. SUMMARY

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

2. BACKGROUND

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

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

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

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

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

investment in the City Centre.

City Centre Regeneration Update

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

1. Bradford Odeon

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

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

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

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

2. Proposed relocation of the Oastler Market

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

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

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

The benefits the Council anticipates delivering include the creation of a more attractive and fit for purpose food market in a more central location in tandem with a

modernised Kirkgate Market environment for non-food sales. This will in turn assist with the regeneration of Darley Street, whilst the successful redevelopment of the vacated Oastler site could bring a substantial number of new residents to the Top of Town.

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

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

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

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

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

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

Market Design

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

3. Proposed redevelopment of the Oastler Centre site

Due to a combination of events including the economic downturn, a shift in retail trends and the cementing of the City Centre's retail core in the area incorporating the Broadway, the Forster Square Retail Park, Shopping Centre and the proposed mixed leisure/retail development on the British Land Site, a major part of the City

Centre located around the Kirkgate Shopping Centre and Darley Street that was once considered to be prime 'High Street' location now finds itself struggling and in need of a new identity and direction.

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

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

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

4. One City Park

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

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

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

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

It is intended to move to a more formal Invitation to Submit Proposals process in early 2018, targeting the developers and 'end users' that have expressed an interest. This will be followed by a formal selection process to secure a preferred developer/end user by the end of 2018.

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

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

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

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

5. Renovation and refurbishment of St Georges Hall

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

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

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

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

Full renovation of the external envelope of the building including:

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

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

- Full rewiring
- New lighting, fire and intruder alarms
- Improved life systems
- Refurbishment of the ventilation system
- Improved access to the "back of house" access

- Improvement to the customer's experience, including:
 - Replacement and/or refurbishment of all auditorium seats
 - Alteration to the seating layout and tiers
 - Installation of a new stage

- Full refurbishment of the "front of house" areas including, toilets and bar areas.

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

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

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

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

6. City Centre Station Gateways

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

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

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

deliverable and improve the visibility and connectivity of the stations to the city centre.

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

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

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

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

3. OTHER CONSIDERATIONS

Not applicable

4. FINANCIAL & RESOURCE APPRAISAL

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

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

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

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

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Please see attached confidential appendix

6. LEGAL APPRAISAL

Please see attached confidential appendix

7. OTHER IMPLICATIONS

EQUALITY & DIVERSITY

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

SUSTAINABILITY IMPLICATIONS

At this stage there are no specific sustainability implications

GREENHOUSE GAS EMISSIONS IMPACTS

At this stage there are no greenhouse gas emissions impacts

COMMUNITY SAFETY IMPLICATIONS

At this stage there are no community safety implications.

HUMAN RIGHTS ACT

There are no Human Rights implications

TRADE UNION

There are no Trade Union implications

WARD IMPLICATIONS

None

8. NOT FOR PUBLICATION DOCUMENTS

Former Bradford Odeon – Not for Publication Appendix

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

circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

9. RECOMMENDATIONS

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

10. APPENDICES

Appendix 1 – Confidential appendix in respect of the Odeon

11. BACKGROUND DOCUMENTS

None



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

Q

Subject:

PROPOSED FINANCIAL PLAN UPDATED 2018/19 TO 2020/21

Summary statement:

This report presents budget proposals pertaining to the Regeneration & Economy Overview and Scrutiny Committee which were approved for consultation by the Executive on 5 December 2017

Steve Hartley, Strategic Director - Place

Portfolio:

**Environment, Sport & Culture
Regeneration, Planning and Transport**

Report Contact: Steve Hartley
Phone: (01274) 434748
E-mail: steve.hartley@bradford.gov.uk

1. SUMMARY

This report presents budget proposals pertaining to the Regeneration & Economy Overview and Scrutiny Committee which were approved for consultation by the Executive on 5 December 2017

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. 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.

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

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:

- 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

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.

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 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. 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.

4.4 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



Extract from Council Plan on a Page 2016 - 2020

In relation to the performance on these outcomes the broad direction of travel for outcomes most relevant to this Committee is outlined below.

5.2 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.

5.3 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.

5.4 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.

5.5 New Investments

Detail of recurring and non-recurring investment/cost pressures are set out in Appendices A and B.

Key on-going investments include a further £3m is being invested into the universal service of waste collection and disposal to deal with increasing costs in this area.

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.

6. 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.

7. 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 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.

8. LEGAL APPRAISAL

8.1 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.

8.2 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.

8.3 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/>

- 8.4 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).

- 8.5 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.
- 8.6 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.

9. OTHER IMPLICATIONS

9.1 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.

9.2 SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications resulting from this report.

9.3 GREENHOUSE GAS EMISSIONS IMPACTS

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

9.4 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.

9.5 HUMAN RIGHTS ACT

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

9.6 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.

10. NOT FOR PUBLICATION DOCUMENTS

None.

11. RECOMMENDATIONS

- 11.1 It is recommended that members of the Committee note the budget proposals and provide comment to inform the consultation process.

12. APPENDICES

Appendix A: Recurring pressures and investment proposals

Appendix B: Non recurring investment proposals

Appendix C: New Proposals Open for Consultation until 28th January 2018

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

13. BACKGROUND DOCUMENTS

Proposed Financial Plan updated 2018/19 to 2020/21 – Executive, 5th December 2017

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

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

Appendix A

Recurring pressures and investment proposals pertaining to Regeneration & Economy O&S Committee

(impact is shown on an incremental basis)

Ref.	Description of proposal	2018-19 Impact £'000	2019-20 Impact £'000	2020-21 Impact £'000
	Better Skills More Jobs & a Growing Economy			
	Funding for Growth Initiative	750	0	0

Appendix B

Non-recurring investment proposals pertaining to Regeneration & Economy O&S Committee

(impact is shown on an incremental basis)

Ref.	Description of Option	2018-19 Impact £'000	2019-20 impact £'000	2020-21 impact £'000
	Better Skills More Jobs			
PNR5.2	Temporary funding for markets	0	636	(611)

Appendix C
New proposals open for Consultation until 28th January 2018 pertaining to
Regeneration & Economy O&S Committee

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

Appendix D

Schedule of 2019/20 proposals open for consultation up to 28th January 2018 (2018/19 for reference only) pertaining to Regeneration & Economy O&S Committee

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
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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 CBMDC. Further investigation of potential	100.0	950.0	Potential reduction in the number of libraries directly managed by the Council may impact on those groups, young and old or low income/low wage that have no alternative access to information or	Consultation with and support for communities to help develop proposals and implementation of models of community management outside Council control.	4E9

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
	for alternative delivery models			educational/reading materials through other sources (eg on-line, purchased) or use libraries as social gathering points.		
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
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

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Report of the Chair of the Regeneration and Economy Overview and Scrutiny Committee to the meeting to be held on Tuesday 23 January 2018

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Subject:

REGENERATION AND ECONOMY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017-18

Summary statement:

This report presents the Committee's Work Programme 2017-18

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

Portfolio:
Regeneration, Planning & Transport
Education, Employment and Skills
Environment, Sport & Culture

Report Contact: Licia Woodhead
Overview and Scrutiny Lead
Phone: (01274) 432119
E-mail: licia.woodhead@bradford.gov.uk

1. Summary

1.1 This report presents the Committee's Work Programme 2017-18.

2. Background

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

3. Report issues

3.1 **Appendix 1** of this report presents the Work Programme for 2017-18.

3.2 Work planning cycle

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

4. FINANCIAL AND RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

None

7. NOT FOR PUBLICATION DOCUMENTS

None

8. RECOMMENDATIONS

8.1 That the Work programme 2017-18 continues to be regularly reviewed during the year.

9. APPENDICES

9.1 Appendix 1 – Regeneration & Economy Overview and Scrutiny Committee Work Programme 2017-18

Democratic Services - Overview and Scrutiny

Regeneration and Economy O & S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2017/18

Description

Report

Agenda

Tuesday, 20th February 2018 at City Hall, Bradford.

Chair's briefing 06/02/2018. Report deadline 08/02/2018.

- 1) Housing Standards
- 2) Empty Homes
- 3) Regeneration in Shipley
- 4) Regeneration and Economy O&S Committee Work Programme

The Committee will receive an update report on the work of the Housing Standards team.

Julie Rhodes

The Committee will receive an update report on the work of the Empty Homes team, including progress against the Empty Homes Action Plan.

Julie Rhodes

The Committee will receive a report on regeneration issues in the Shipley area.

Shelagh O'Neill

The Committee will consider its Work Programme and make changes as necessary.

Licia Woodhead

Tuesday, 6th March 2018 at City Hall, Bradford.

Chair's briefing 19/02/2018. Report deadline 22/02/2018.

- 1) City Centre Regeneration
- 2) City Markets
- 3) Fire Safety

The Committee will receive an update report on the regeneration of the City Centre

Steve Hartley

The Committee will receive an update report on the City Markets, including details of the consultant's findings.

Colin Wolstenholme

The Committee will consider a report detailing the fire safety checks that have been carried on Council owned properties and social housing across the district.

Justin Booth

Tuesday, 13th March 2018 at National Science and Media Museum.

Chair's briefing 22/02/2018. Report deadline 27/02/2018.

- 1) National Science and Media Museum
- 2) Get Bradford Working
- 3) Skills for Work

The Committee will receive a progress report on the work of the National Science and Media Museum.

Jo Quinton-Tulloch

The Committee will receive a progress report on the Get Bradford Working programme.

Phil Hunter

The Committee will receive a report on the provision of adult and community learning

Phil Hunter

Regeneration and Economy O &S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2017/18

Description

Report

Agenda

Tuesday, 10th April 2018 at City Hall, Bradford.

Chair's briefing 20/03/2018. Report deadline 22/03/2018.

- 1) Cultural Strategy
- 2) Active Bradford
- 3) Regeneration and Economy O&S Committee Resolution Tracking report

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

The Committee will receive the annual update on the Active Bradford Strategy.

The Committee will receive a report detailing the outcomes of resolutions made during the 2017-18 municipal year.

Bobsie Robinson

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Licia Woodhead