

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Thursday, 26 October 2017 at 5.30pm in the Ernest Saville Room - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
BM Smith Cooke Riaz	Warburton Arshad Hussain Watson Bacon Duffy	J Sunderland	Naylor

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
Mallinson Townend M Pollard	Greenwood T Hussain Thirkill Jamil Shaheen	Ward	Hawkesworth

Notes:

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

From:

Parveen Akhtar
City Solicitor
Agenda Contact: Yusuf Patel
Phone: 01274 434579
E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

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

2. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

3. MINUTES

Recommended –

That the minutes of the meeting held on 28 September 2017 be signed as a correct record (previously circulated).

(Yusuf Patel– 01274 434579)

4. **INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

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

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

(Yusuf Patel - 01274 434579)

5. **REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE**

No referrals had been made to the Committee at the time of the publication of the agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

6. **UPDATE ON PROGRESS MADE FOLLOWING THE FLOODING SCRUTINY REVIEW**

1 - 48

The Scrutiny Review into the Boxing Day floods of 2015 made a number of recommendations to improve the Council's response to such incidents, to assist residents and businesses to better prepare and protect themselves, and to receive a report back on further improvements to the Council's response and on flood related work to prevent future flooding.

The Strategic Director Place will submit a report (**Document "K"**) which updates Member on progress made following the Flooding Scrutiny Review into the Council's response to the flooding event of Boxing Day 2015 reported to Corporate Overview and Scrutiny Committee on 29th September, 2016.

Recommended –

Members note the progress achieved by the Council and Partners and the further actions planned with regard to improving the Councils response to flooding/emergency situations and the steps being taken to help reduce future incidents of flooding within the district.

(John Major – 01274 433996)

7. WATER MANAGEMENT SCRUTINY REVIEW 49 - 92

The Report of the Chair of the Environment and Waste Management Overview and Scrutiny Committee (**Document “L”**) contains the findings from the Water Management Scrutiny Review, undertaken by the Environment and Waste Management Overview and Scrutiny Committee.

Recommended –

That Members of the Corporate Overview and Scrutiny Committee, consider and comment on the report.

(Mustansir Butt - 01274 432574)

8. MANAGING ATTENDANCE 93 - 100

The Director of Human Resources will submit a report (**Document “M”**) which updates Members with regards to managing attendance as requested in the Committee resolution of 5 April 2017.

The report provides information on sickness absence in the Departments of Children’s Services, Health and Wellbeing and Place.

Recommended –

(1) The Corporate Overview and Scrutiny Committee considers the report and challenges to both sustain and further improve performance.

(2) That all Departments continue to prioritise sickness absence and maintain all efforts to further improve performance.

(Michelle Moverley - 01274 437883)

9. BRADFORD COUNCIL'S WORKFORCE DEVELOPMENT STRATEGY 2015 - 2021 101 - 116

The Director of Human Resources will submit a report (**Document “N”**) which provides an update to Members on the Council’s Workforce Development Strategy 2015 - 2021.

Recommended –

Members are asked to consider and comment on the content of the report.

(Tina Lafferty – 01274 434503)

10. BRADFORD COUNCIL'S EQUALITY OBJECTIVES PROGRESS REPORT (JANUARY TO JUNE 2017) 117 - 154

The Assistant Director for the Office of the Chief Executive will submit a report (**Document "O"**) which provides the first annual progress report on the Equality Objectives covering January 2017 to June 2017, following approval of the Council's new equality objectives at the end of 2016.

Recommended –

- (1) That Members comment on and support the progressing work on the Council's equality objectives 2016-2020.**
- (2) That Members request a further progress update on the equality objectives in 12 months time.**

(Kathryn Jones - 01274 433663)

11. CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2017/18 155 - 166

The Chair of the Corporate Overview and Scrutiny Committee will submit a report (**Document "P"**) which sets out the Corporate Overview and Scrutiny Committee work programme for 2017/18.

Recommended –

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

(Mustansir Butt - 01274 432574)

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REPORT OF THE STRATEGIC DIRECTOR OF PLACE TO THE MEETING OF CORPORATE OVERVIEW AND SCRUTINY COMMITTEE TO BE HELD ON 26TH OCTOBER 2017

K

Subject:

Update on progress made following the Flooding Scrutiny Review into the Council's response to the flooding event of Boxing Day 2015 reported to Corporate Overview and Scrutiny Committee on 29th September, 2016.

Summary statement:

The Scrutiny Review into the Boxing Day floods of 2015 made a number of recommendations to improve the Council's response to such incidents, to assist residents and businesses to better prepare and protect themselves, and to receive a report back on further improvements to the Council's response and on flood related work to prevent future flooding.

Steve Hartley
Strategic Director,
Department of Place

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Assistant Director, Waste, Fleet and
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Portfolio:

Environment, Sport and Culture

Overview & Scrutiny Area:

Corporate Overview and Scrutiny

1. SUMMARY

On 19 January, 2016, Council agreed that the Corporate Overview and Scrutiny Committee undertake an in-depth scrutiny review into the effectiveness of Bradford Council and its partners in dealing with the flood across the District in December 2015.

The review made 7 recommendations that are attached at Appendix 1, and which were presented to the Corporate Overview and Scrutiny Committee on 29 September, 2016.

This Committee resolved that the findings and recommendations contained within the draft Flooding Scrutiny Review Report be adopted subject to the inclusion of a further 9 additional recommendations. These are found at Appendix 2.

2. BACKGROUND

- 2.1 One of the key recommendations from Corporate Overview and Scrutiny (**Appendix 2 - resolutions i, iii and ix**) was that progress against the Action Plan that resulted from the officer led debrief be presented to the Committee in 6 months' time. This was scheduled for April 2017 however owing to the General Election the report was rescheduled.

The Action Plan has been updated to show further improvements and actions that have been taken over the last 12 months. This can be found at Appendix 3.

Key improvements include

- Since January 2017 there has been a weekly teleconference call during adverse weather (or a weekly West Yorkshire group e-mail circulated at other times) involving the Met office, Environment Agency, Blue Light services and West Yorkshire Councils to connect the possible impacts of any predicted weather events and determine the necessity for any standby arrangements.
- All 'responding' Council services have identified their service response required for each level of alert within the Adverse Weather Plan. This is activated as appropriate by the Emergency Management Team whenever a weather alert is received. This will be reviewed further following a Met Office and Environment Agency training session on 30th October 2017 which will be attended by relevant Council Officers.
- All services now have stand by/call out arrangements in place that are appropriate for that service and the foreseeable demands that are likely to be placed upon it.
- A protocol is in place for monitoring highway grills for which the Council is responsible. Depending on their location and history of collecting debris they will be inspected on either a monthly or quarterly basis which is

supplemented with additional inspections when severe weather warnings are received (**Appendix 2 – resolution viii**).

- A permanent stock of sand bags and flood sacs is now available for deployment by Council staff to manage major flooding incidents under the control of the Duty Drainage Officer. The sand bag policy, which is displayed on the Council website, compliments individual's responsibilities to protect residential and commercial property. The stock is made up of 6,000 sandbags, 1,340 dry FloodSax, and 660 HydroSnakes. The location of these stocks is critical for the Council and the community it serves.
 - There are 5,500 sand bags kept at Stockbridge Depot in Keighley (4,150 sandbags, 690 FloodSax and 660 HydroSnakes)
 - 1,000 sand bags kept at Wakefield Road Depot in Bradford (800 sandbags and 200 FloodSax)
 - 1,500 sand bags kept in locations in Apperley Bridge, Ilkley and Addingham

The smaller depots store the following stock that are held in secure and weather-tight containers:

- Apperley Road playing fields at Apperley Bridge, 350 sandbags and 150 FloodSax
 - Golden Butts Road HWRC at Ilkley, 350 sandbags and 150 FloodSax
 - The Staith at Addingham, 350 sandbags and 150 FloodSax.
- Out of hours, the duty Emergency Planning Officer is responsible for sending any necessary e-mail to senior officers, Group Leaders and Councillors to advise of emergency situations as well as any social media to provide reassurance and provide key flooding messages. Refresher training on social media has been provided for all Emergency Planning Officers (**Appendix 1 – rec. 7**).
 - To mitigate and improve communications during high call volume periods, a message process has been configured which allows the Gold/Emergency Planning team to set a message against 01274 431000, the Council's Contact Centre number, to provide an information message to the public in emergency situations and divert them to alternative channels of information.
 - Frontline responding services are equipped with necessary smart phone capability to ensure necessary coverage/communications in the field.
 - The Council has signed up to the Environment Agency (EA) floodline number that allows Bradford residents to ring a national helpline number and receive flooding information relating to the Bradford District (**Appendix 2 – resolution v**).
 - The Council's website has been revised with access to up-to-date and detailed flooding information, advice and support available immediately from

the front/home page on a single button.

- Significant progress has been made in engaging with Parish Councils and local communities in developing local Emergency and Flood Plans. Further details are included later in this report.

2.2 **Recommendation 2** of the Flooding Scrutiny Review (**Appendix 1**) required the Council, together with key partners, to produce a laminated leaflet containing key flooding information. This leaflet was then to be provided to all living in flood affected areas. In addition, **Recommendation 5 (Appendix 1)** required the Council and its partners to encourage and support residents in very high risk flood affected areas to develop personal emergency plans for future flooding events.

Recommendation 6 (Appendix 1) asked the EA to ensure all residents and businesses that have been affected by flooding are on the flood alert system.

In order to respond to these recommendations a flood information pack was put together which included a laminated leaflet providing advice on what to do when a local flood warning is in place, when flooding is happening and recovering from flooding. It also signposted to the Council's website to provide advice on preparing for emergencies and developing a personal emergency plan. It also provided a list of all the important contacts with the telephone numbers for use in emergencies, including signing up to the flood alert system.

Also included in the pack was a newsletter jointly produced by the Council and EA keeping people informed about on-going work to mitigate and prevent future flooding. A further leaflet was distributed at the joint flood roadshow "drop in" sessions in April/May 2017.

The pack was produced jointly with the Council, the EA and Leeds Flood Resilience Project and funded with Local Levy monies.

The pack was sent district-wide to properties that had reported flooding and received Council Tax rebate and/or applied for a property level Flood Resilience Grant following the 2015 floods. This incorporated properties within the EA 2015 flood extents. In order to ensure that residents and businesses are well informed, properties identified within areas where there is a 1:30 year risk of surface water flooding were also sent the pack.

The properties deemed to be at risk of surface water flooding are those that are intercepted by the surface water flood mapping data. Although this is a precisely defined area, it is not accurate enough to uniquely establish affected properties and it is not intended to do so. However it is the best resource available to make the determination. The data can be used to give an indication of the scale and distribution of surface water flood risk and raise awareness of surface water flood risk. It is representative of properties at risk but without property specific flood risk assessment it is not feasible to uniquely identify every at risk property.

It is important to notify people of the risks of surface water flooding particularly because, in many instances, it can happen with little warning. The difficulty lies in determining if all the district's residents/businesses should be individually notified because there is a risk, however small to all premises, or whether to target areas more specifically. By selecting properties with a 1:30 year risk of surface water flooding, it was possible to notify those considered to have the most likely risk.

In total, packs were distributed to 6,000 properties and businesses in the Bradford district as well as being placed in Council libraries and available on-line on the Council website at <https://www.bradford.gov.uk/browse-all-news/press-releases/flooding-information-pack-being-sent-to-residents/>

The Council and the EA continue to actively encourage residents and businesses to sign up to the flood alert system. The EA produce reports from their automated system to show take up of this Flood Warning Service in the highest risk areas. Across Bradford in those areas, approximately 75% of those properties are assessed as being potentially warned, i.e. a property that could receive a warning. It is therefore important to continue to publicise the system to develop greater coverage of early awareness of flooding.

- 2.3 The scrutiny review recommended **(Appendix 1 – recommendation 4)** that support mechanisms for businesses in flood affected areas be designed, in anticipation of future floods happening.

In response to the exceptional flooding of Dec 2015, the Council has been able to support affected businesses through a number of measures.

- Grants of up to £2,500 for immediate clean-up and recovery
- Grants of up to £5,000 for property level flood resilience measures
- Business rate liability break for 3 months
- Offer of free trading space in our markets
- Business advisor support including assistance with accessing WYCA financial assistance

The two grant schemes have been funded by Central Government as a national response, reflecting the enormity of the flood incidents. The Council reacted to this by acting as the agent for this national assistance, ensuring that the grant schemes were immediately operational, application forms created, processes established, website updated, grant schemes promoted etc.

All grant schemes are now closed to new applications. In the District 71 businesses were awarded a Recovery Grant and 54 awarded a Property Level Resilience Grant (PLR).

In consideration of future support mechanisms, the scale of the event and future frequency will plainly be a significant factor in whether national government provides assistance.

The Council would need to consider at the time if it could intervene to get business back up and running if there was no national assistance.

For the future, a cross-departmental response team should be identified to replicate what happened in 2015/16 with a nominated lead senior manager from the Economy and Development Service. The team would respond to any central government funding assistance as there will likely be an expectation for immediate roll out by Local Authorities. Additional capacity would need to be identified to facilitate delivery.

Subject to resourcing, a local support package would be identified which would include – options for alternative trading locations, support to find new premises, business support offer, signposting (ensuring maximum take up of grant assistance from central Government and/or the combined authority).

In advance of any future flooding event, the Council should decide whether it would be able to offer financial assistance if no central government or WYCA aid is provided. This could include a suspension or discount to be applied to business rates and/or a grant scheme to support recovery and resilience. Any local offer of financial assistance would require clear qualifying criteria and a fair, transparent and timely application process.

The scale of resources required should not be underestimated, both in terms of volume and timescale. At almost 20 months after the flooding incident, 30% of the PLR grants for commercial properties are still to be paid as works are not yet complete.

In April 2017, local authorities jointly fed back to Government the need for future schemes to include Administration/management costs as well as greater freedoms and flexibilities to develop local responses.

- 2.4 **Recommendation 1 (Appendix1)** of the Flooding Scrutiny review required Bradford Council Officers to engage with residents, businesses, the Bingley Flood Support Group and other Flood Support Groups to share best practice in developing Flood Resilience plans.

Flooding is a people issue. Communities get damaged by flooding and it is important that they are listened to and involved and engaged in dealing with issues that affect their community. It is important therefore that the Council works in partnership with local communities to understand their perspective of flooding, to help them actively prepare for future flooding and be a part of the decision making process that helps them to manage their own risks. No single agency can resolve all the issues presented by flooding; a large scale emergency requires a large scale and inclusive response. Indeed the Parliamentary Committee on Future Flood Prevention which reported in November 2016 recommended increasing community resilience.

Since immediately after the Boxing Day floods, the Council has been working extensively with Local Councils to voluntarily develop their Emergency and

Flood plans. Such plans provide an agreed framework to work within, identify key local roles and responsibilities, identify known risks and hazards, identify vulnerable members of the community and provide valuable local information all in one place.

To date two Local Councils, Bingley and Steeton, have written their plan fully and tested them through a 'table top exercise'. Five Local Councils, Baildon, Haworth, Oxenhope, Addingham, and Keighley, are very close to completion of their plans. A further 6 Local Councils/bodies, Burley, Cullingworth, Menston, Wilsden, Wrose, Sandy Lane are all engaged at various stages in the development of their plan. Denholme and Clayton are considered to be 'low risk' and whilst contact has been made with them, the absence of a formal response will not be followed up. Two local Councils, Ilkley and Silsden, have said they do not wish to engage in this exercise however we continue to press for engagement. We are looking at developing plans with two communities, Thackley and Goose Eye, considered to be 'medium' risk, but are not covered by a Local Council.

The Environment Agency (EA) agree that 'flood wardens' (**Rec 3 (App1)** of the Flooding Scrutiny Review – Flood Buddies) in the Bradford District would be difficult to maintain and further agree that a role similar to that of flood wardens can be carried out by members of the local communities working to the Emergency and Flood Plan held by the Local Council on an 'as and when needed' basis. All the plans give EA exclusive access phone numbers to Local Councils which supports communication in the event of an emergency and the EA are instrumental in supporting the development of the plans alongside Emergency Management.

Each Local Council engaged in the writing of plans has had the opportunity to look at their storage needs for locally based and maintained resources and address those individually. We are looking at a number of different solutions across the district each costing a similar amount but fulfilling a different need.

Resources for communities have been identified, a list drawn up and a bid made to the Environment Agency was successful to finance this initiative. These resources have been purchased and will be distributed to Local Councils as and when they complete their plans.

Flood Sacks have been purchased and are in storage at Stockbridge Depot for distribution as above.

Radios similar to those used by Civil Enforcement Officers have been purchased and were made available to those communities hosting the Tour de Yorkshire 2017 as a way of introducing and testing them with Local communities as part of their Emergency and Flood plan response.

Before the winter period 2017 starts it is expected that there will be a minimum of 6 completed plans held by Local Councils.

Recommendation vii (Appendix 2) required that a list of key contact points be developed for residents, specifically with regards to insurance companies, utility providers and the building trade.

As a Local Authority we cannot recommend specific companies and/or products to residents. To circumvent this we included in our flood packs links to the independent National Flood Forum and associated 'Blue Pages' www.bluepages.org.uk and the Flood Advisory Service. We also included the link to the government's Flood Re Insurance scheme which provides flood insurance to residential properties in risk areas. Key contacts were listed for the Emergency Services and Risk Management authorities including National Grid and Northern Power Grid.

- 2.5 **Recommendation iv, Appendix 2** recommends that there be dedicated officer support to assist vulnerable people both during and after flooding events.

In the event of an emergency or major incident, the Emergency Management Team (EMT) notify Adult and Social Care Senior Officers/Out of Hours(safe and Sound) Service of such incident A triage process will then be undertaken to identify clients within the area of the incident to be able to allocate support to the clients affected. There will be continual liaison between EMT and Adult and Social Care during the incident. Once the incident has finished, there will be a draft exit strategy to review the required support to clients until there is no longer a need and there is a return to normality.

- 2.6 **Recommendation ii, Appendix 2** required that further information be provided to members on the flood related work that has been completed to date.

Recognising the need for a long term strategic response to managing flood risk across Bradford District and seeing the progress and achievements of the partnership approach in Calderdale, work that was already underway was formalised by the development of the Bradford Flood Programme Board in conjunction with the Environment Agency.

The Board agreed that alongside ongoing scheme development, it is a priority to focus on identifying and delivering cost-beneficial solutions for communities devastated by the 2015 events along the River Aire catchment. A sub –group to the Programme Board is the Investment Group. This group discusses funding and flood risk project opportunities within the district.

The Local Levy Bid that was successfully submitted by the board, will provide essential funding to enable the development of a strong programme of projects. The schemes will be complemented by the catchment approach being developed by Leeds City Council downstream and North Yorkshire County Council upstream and aligns with work being conducted on the River Wharfe catchment. The work will be supported and enabled by community projects and river stewardship work.

The objectives of the programme are to complete options appraisals for large schemes, associated projects and a programme of quick wins to reduce flood risk

with a view to accelerating some of the options across the catchment to a design and build stage where appropriate.

Following the flood event of 2015, the Environment Agency and City of Bradford Metropolitan District Council identified priority locations for further work or detailed investigations. The reports produced are known as Initial Assessments (IAs).

Initial Assessments (IAs) are desktop studies undertaken to provide a summary for each location and enable the Council to determine whether further spending of resources on appraisal work is justified.

The IAs provided an overview of the area, the flooding history and problems, the number of properties at risk of flooding, the options that could reduce risk in that given area and any positive or negative environmental impacts that may arise as a result.

In summary the IAs highlighted a need within the district to build more evidence and knowledge of the different forms of flooding to deliver flood risk alleviation projects.

Work will build on the Initial Assessments that have been completed and focus on five key areas (fifteen locations) that were identified following the 2015 floods.

<https://www.bradford.gov.uk/emergencies/flooding/flooding-information-and-support/>

- Silsden Beck
- Keighley and Stockbridge
- Bingley and Airedale
- Baildon and Shipley
- Esholt and Apperley Bridge

Further to the recommendations of the Initial Assessments, the Investment Group has successfully bid for and sought approval for a range of flood risk management studies to improve this evidence base and to find suitable funding mechanisms to deliver flood schemes on the ground.

Studies currently being undertaken or in the pipeline are;

A new hydraulic flood model and surface water assessment of the River Worth and its tributaries including a detailed assessment of surface water flooding with the Stockbridge area of Keighley. The results of this study will give the Bradford Flood Programme Board a short list of flood alleviation schemes to protect communities within the River Worth catchment.

An Instructive survey of the underground ordinary watercourse network within Esholt Village to help understand where restrictions, constraints or any defects on

the system need attention to reduce flood risk. The ordinary watercourse network caused severe flooding in the village during the 2015 flood event.

A Flood Risk Benefit Study along the Shipley and Canal Road Corridor is underway. The study aims to review the flood risk generated from Bradford Beck within this growth zone and the initial recommendation for reducing this risk, alongside an analysis of other outcomes that are available for this area. The study will investigate the multiple benefits that a scheme could deliver in improving flood risk, providing environmental benefits, assisting in maintaining and achieving Water Framework Directive objectives, enhancing the transport links to and from the city centre, provide biological enhancements and creating open space to encourage social community benefits. The study will investigate other available funding streams that these benefits could take advantage of.

The Bradford Flood Alleviation Study will consider a whole catchment solution for flood risk on the River Aire which is a priority for the Bradford Flood Programme Board. Options to be taken into account will include Upstream Storage Options on the River Aire for the towns from Stockbridge in Keighley all the way to Apperley Bridge and support a complete catchment approach. The studies objectives will fully align with the aspirations of the Leeds Flood Alleviation Scheme. It will include an assessment of the Standard of Protection of the EA and third party asset - Stockbridge Wall and Embankment, to enable reinstatement and improvement where required. It will also assess the potential for specific schemes within the towns/ areas identified as high risk between Bingley and Apperley Bridge, undertaking options appraisal(s) of the recommendations made in the IAs. It is intended that the Bradford Flood Programme Board will commission the study within this financial year.

The Environment Agency are undertaking a review of the flood models on various tributaries of the River Aire including Silsden Beck. It is the intention of the Flood Board to provide funding to this project to facilitate option appraisals of flood risk alleviation projects within the Silsden Beck catchment.

Other works include the Natural Flood Management (NFM) project on Backstone Beck, on the River Wharfe catchment. The project in Ilkley has secured £225K of DEFRA NFM funding and we are currently in the process of drawing up a business case working with all partners. The approaches we are looking to implement on the moor (slowing the flow, drainage reversal, sphagnum translocation, increasing tree cover and additional environmental benefits of increased biodiversity, active blanket bog management and re-wetting areas of the moor) are all replicable on other catchments in the District and beyond.

A further sub group to the Programme Board is the Bradford Flood Resilience Group. Its purpose is to progress community information and practical support so as to assist the wider community with future flood resilience, to co-ordinate wider community activity and support from the voluntary and community sector and to provide a forum for sharing best practice, to develop and strengthen multi-agency partnership approaches adopted following the Boxing day floods, to monitor, support and contribute to the development of all community strands of flood

initiatives in the upper valley and report progress to the Bradford Flood Programme Board.

Representatives attend from the Council's Emergency Management Team, Neighbourhood Services, Planning Service, Drainage Service, Countryside Service, Revenues and Benefits Service, Environment Agency and Aire Rivers Trust.

The group has spent £70,285 in 16/17 from successful bids to the Local levy fund to provide resources to support Local Emergency and Flood Plans (flood sacs, radios etc), 6000 flood packs were produced and distributed to "at risk" properties, and establishment of a river stewardship programme and clean up days on Bradford beck and the river Aire. In 17/18, £65.000 is allocated to continue to develop a sustainable and active River Stewardship network looking after Bradford's rivers and delivering activities including debris clearance, invasive species control, bankside maintenance and riparian landowner engagement to support flood risk and resilience activities on behalf of the community. In addition a planned Worth Valley flood awareness campaign to increase take up of the Flood Warning service will take place during Autumn.

Running in parallel to the all of the above work during April and May 2017, three Flooding Update roadshows were held in Keighley, Bingley and Shipley. These drop-in sessions were an opportunity to find out about:

- The joint work we have been doing to explore ways to tackle flooding problems across Bradford district
- The Environment Agency flood warning service, what to put in a flood plan, and other ways to be prepared for flooding
- The work we have been doing with town and parish councils to ensure that communities are better prepared for flooding and other emergencies
- How to get involved in local volunteer work to improve the riverside environment and reduce flooding problems.

3. OTHER CONSIDERATIONS

Water Management issues across the whole of the Bradford district have been fully explored by a separate review undertaken by the Environment and Waste Management Overview and Scrutiny Committee which reported its findings on 4 July 2017 to that Committee. That report will be presented to the Corporate Overview and Scrutiny Committee in December 2017.

4. FINANCIAL & RESOURCE APPRAISAL

Any major flooding incident across the district creates cost and resource pressures. Up to a point, these are dealt with as "business as usual" and within the framework of the Councils Emergency Management Plan and the standby arrangements that are called upon to respond. In extreme circumstances such

as the flooding of 2015, the Council incurs additional cost that is beyond what would normally be anticipated. In these circumstances, if the Government threshold is reached then additional Council expenditure can be reclaimed.

In extreme circumstances where the government does make available grants to assist individuals in clean up and recovery or for property level resilience measures, this creates additional resource pressures on the Council to facilitate such grants and the Government has been made aware of such pressures

The report has set out examples of investment to support flood resilience including funding into further studies into local measures that may support future flood alleviation mechanisms.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no specific risk management or governance issues arising from this report.

6. LEGAL APPRAISAL

The Flood and Water Management Act places a duty on all flood risk management authorities to co-operate with each other. The act also provides lead local flood authorities and the Environment Agency with a power to request information required in connection with their flood risk management functions.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There are no impacts arising from this report

7.2 SUSTAINABILITY IMPLICATIONS

Any future flood prevention project that is implemented within the district will be based on principles and methods to ensure it can protect communities and neighborhoods in a sustainable manner. These projects will also take into consideration climate change to ensure their function will be sustained against a rise in predicted rainfall events in the future.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no impacts arising from this report

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no impacts arising from this report.

7.5 HUMAN RIGHTS ACT

There are no impacts arising from this report.

7.6 TRADE UNION

There are no impacts arising from this report.

7.7 WARD IMPLICATIONS

Implications differ from a ward to ward basis, depending upon its history and potential for parts of that ward to be involved in a flooding incident.

Wards most likely, but not exclusively affected, based on historical factors are: City, Keighley East, Craven, Shipley, Bingley Rural, Idle and Thackley, Baildon, Bingley, Worth Valley, Ilkley, Eccleshill, Clayton and Fairweather Green, Wharfedale, Bolton and Undercliffe, Thornton and Allerton, Keighley Central and Heaton.

Impact at a ward level can be significant on both business and residential property and measures have been put in place, as outlined within the report, to help mitigate and respond to future flooding occurrences.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

The report seeks to update members on progress achieved since the flooding of December 2015. Members are asked to consider the report and provide views and comment

10. RECOMMENDATIONS

Recommended -

Members note the progress achieved by the Council and Partners and the further actions planned with regard to improving the Councils response to flooding/emergency situations and the steps being taken to help reduce future incidents of flooding within the district.

11. APPENDICES

Appendix 1 - Recommendations from the online flooding survey and information gathering sessions

Appendix 2 - Corporate Overview & Scrutiny Resolutions, September 2016
Appendix 3 - Action Plan Progress Update

12. BACKGROUND DOCUMENTS

None

**REPORT OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE-
FLOODING SCRUTINY REVIEW.
RECOMMENDATIONS FROM THE ONLINE FLOODING SURVEY AND
INFORMATION GATHERING SESSIONS**

Recommendation 1

This Committee recommends that Bradford Council Officers engage with residents, businesses, the Bingley Flood Support Group and other Flood Support Groups to share best practice in developing its own Flood Resilience Plans.

Recommendation 2

This Committee recommends that Bradford Council together with key partners produce a laminated leaflet containing key flooding information. This leaflet should be provided to all living in flood affected areas and should include:

- Advice on what to do to prepare for a flood;
- Who to contact during and after the flood;
- What to do with flood damaged goods;
- Who can apply for funding to replace flood damaged goods;
- Where you can get advice from to help protect your property in the future.

Recommendation 3

This Committee recommends a 'flood buddy' approach be developed for the District.

Recommendation 4

This Committee recommends that support mechanisms for business in flood affected areas be designed, in anticipation of future floods happening.

Recommendation 5

This Committee recommends that Bradford Council and its partners encourage and support residents in very high risk flood affected areas to develop personal emergency plans for future flooding events.

Recommendation 6

This Committee recommends that the Environment Agency ensures that all residents and businesses that have been affected by the flood are on the flood alert system and that flood alert messages should be circulated much earlier.

Recommendation 7

This Committee requests that Bradford Council staff involved in emergency planning receive training on communicating key flooding messages, particularly through the use of social media such as Twitter and Facebook.

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – 29 SEPTEMBER 2016

Resolved

That the findings and recommendations contained within the draft Flooding Scrutiny Review Report be adopted subject to the inclusion of the following additional recommendations::

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

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 1 Preparation and plans</p>	<p>Review the way in which the Emergency Management Team (EMT) evaluates weather and flood warnings to provide services with an interpretation of the severity of such warnings to assist in service decision making about possible/necessary mobilisation.</p>
<p>Progress to Date:</p>	<p>The distribution of weather warnings to services can be improved through the better use of the Alert Levels contained within the Adverse Weather Plan.</p> <p>The basic rationale behind the warning is to provide any further information that is available e.g. Met Office Hazard Manager or Met Office Public Weather Adviser to enable services to better plan for the severity of the risk. The actions associated with the alert level for a particular service would be communicated to that service with regards to the type of weather.</p> <p>EMT is currently trialling a template for weather alert distribution. This template will be distributed not only internally but to partners (yet to be agreed with Fire and Ambulance but Bradford Police happy to receive)</p> <p>Town / Parish Councillors and Community Groups have been added to the Bradford Emergency Management Plan (EMP) and then cross referenced into Adverse Weather Plan together with Elected Members.</p> <p>EMT attended a Met Office workshop on the 30th June 2016 to understand the various warnings issued by them and how the council can improve our actions. Following on from this further review of the Adverse Weather plan took place.</p> <p>EMT attended a Spontaneous Voluntary Groups workshop on the 14th June 16, which is looking at the draft Government paper on these groups. EMT to further review plans to incorporate the role of these groups. There is a great emphasis on the responsibility for this falling to local Authorities. This requires careful thought to link in with the structures within both Bradford and the West Yorkshire Resilience plans which are being looked at for future development.</p>

	Elected Members have been added to Broadcast 1 list for the notification of weather alerts and warnings. A training session on weather alerts took place on 22nd September 2016
Further planned action and timescales:	There will need to be a continual review of the notification systems ahead of winter to ensure it is fit for purpose. Since January 2017, during winter months, there has been a weekly horizon scan teleconference call involving the Met Office, Environment Agency, "Blue Light" services and West Yorkshire Councils to connect to the possible impacts of any predicted weather events and determine the necessity for any standby arrangements. At other times of the year, this also takes place ahead of any foreseeable weather event.
Lead Officer:	Mike Powell
Assistant Director:	John Major

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 2 Preparation and Plans.</p>	<p>Undertake a full review of the Council's Multi Agency Flood Response Co-ordination (MAFRC) plan in light of lessons learned from this incident.</p>
<p>Progress to Date:</p>	<p>A review has been undertaken and there is a better interface between this plan and the Adverse Weather Plan.</p> <p>The Adverse Weather Plan now incorporates a separate section for flooding therefore the Bradford Flood Warning Plan is now redundant. This plan now links and reflects the West Yorkshire Multi Agency Flood Plan/EA LFWP and the Bradford Emergency Management Plan (roles and responsibilities)</p> <p>As weather information is received, the Adverse Weather plan will be used to identify, what level of alert the council will be at to respond. Level 1 - business as usual Level 2 – advise/alert and monitor Level 3 – standby Level 4 – full activation</p> <p>Contacts and Resources Directory is used for officers contact details in / out of hours.</p> <p>The Rest Centre Plan would be implemented if one / more rest centres were required to be opened up.</p> <p>The Command and Control of the Council Operation in any major flooding incident would be set up under the Councils Emergency Management Plan.</p> <p>Restoration to normality would be achieved using The West Yorkshire Recovery Plan.</p> <p>Council officers took part in the West Yorkshire Severe Weather Plan exercise on the 16th November 2016.</p>
<p>Further planned action and timescales:</p>	<p>The Adverse Weather Plan will undergo a revision on a six monthly basis to address any amendments required in contents. A full plan review will be carried out on an annual basis or following recommendations from any exercise, emergency debrief or changes in risk assessments.</p> <p>The Emergency Management Team will attend severe weather related training for emergency responders organised by the West Yorkshire Resilience Forum, in conjunction with the Met Office, on 30th October 2017.</p>

Lead Officer:	Mike Powell
Assistant Director:	John Major

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 3, Preparation and Plans</p>	<p>Review the number and location of rest centres to enable better and more targeted opening up of such centres during emergency incidents. Such review to consider the necessity for transport arrangements to/from rest centres.</p>
<p>Progress to Date:</p>	<p>A full review of the adequacy and location of rest centres across the district has been undertaken. In order to provide a further rest centre in Idle, 2 potential sites have been earmarked for investigation/assessment.</p> <p>Additional transport arrangements have been put in place for activation within the rest centre plans when there is no public transport available by using taxis.</p>
<p>Further planned action and timescales:</p>	<p>There is a requirement to undertake a further review of staffing arrangements for all rest centres in the light of various community Groups and Town and Parish Council plans to see if they can assist with the setting up of any local/temporary rest centres.</p> <p>The Council will use Eccleshill Swimming Pool as a rest centre which covers the Idle and Apperley Bridge areas.</p> <p>Additionally Community Rest Centres at Springfield Centre, Thorpe Edge, Idlethorpe Way, Thorpe Edge, BRADFORD, BD10 9JB, and Wright Watson Enterprise Centre, Albion Road, Idle, have been identified. Suitability for use and staffing issues are under review along with training requirements as necessary.</p> <p>Time scales on this will be flexible due to completion of the Local Emergency Plans and the involvement of Town / Parish Councils and venues.</p> <p>As lessons are learned following the Grenfell Tower incident, there is likely to be more use, as necessary, of local venues as well as listed venues</p>
<p>Lead Officer:</p>	<p>Mike Powell</p>
<p>Assistant Director:</p>	<p>John Major</p>

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 4, Preparations and Plans</p>	<p>Identify key training needs of officers and members in respect of the Adverse Weather Plan and MAFRC and develop and deliver necessary training to equip all to respond effectively in emergency incidents . Develop a programme/timetable of relevant events.</p>
<p>Progress to Date:</p>	<p>Rest Centre training has recommenced with CBMDC staff and to date Emergency Management Team (EMT) have trained colleagues from Alhambra, St Georges Hall, Richard Dunn Centre, Queensbury Pool and Keighley within last 6 months</p> <p>EMT attended a Met office workshop on Thursday 30th June 2016, in relation to hot and cold weather and how the Met Office can assist with future tools. Once the Met Office tools are available then these will be fed back into Council plans and delivery of ongoing training.</p> <p>New Adverse Weather Plan training was provided on Friday July 15th 2016 aimed at all officers with a role in response</p> <p>EMT attended a Met Office/EA training at Calderdale on 27th September 2016.</p> <p>EMT are Working with Chris Farquar on Member training in Emergency Planning and response. A session for elected members took place in September 2017 and a further date is planned for 30th October 2017.</p>
<p>Further planned action and timescales:</p>	<p>Possibility of developing a Council wide e-learning package for Emergency Planning Training is still under investigation.</p> <p>A one day Emergency Management training course is taking place in October 2017 for all Senior Leadership Team (SD's and AD's).</p> <p>A half day "adverse weather" exercise will take place on 14th November 2017 for JLT and SLT. A further emergency management exercise is planned for May 2018.</p>
<p>Lead Officer:</p>	<p>Mike Powell</p>
<p>Assistant Director:</p>	<p>John Major</p>

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 1, Resources – Manpower/Assets/Equipment</p>	<p>Undertake a comprehensive review of <u>all</u> on-call/standby staff arrangements within the Council that link into required 24 hour call out arrangements to deal with emergency incidents. Such review to identify all ad hoc/goodwill arrangements to determine if they are fit for purpose and hence any financial considerations of implementing any enhanced arrangements. In addition review to consider options to multiskill standby staff to provide other services, eg drivers.</p>
<p>Progress to Date:</p>	<p>Following on from the lessons learned session, HR undertook to look at where standby and call out arrangements existed and to also address any areas where those arrangement did not exist and where staff had been called out during the floods.</p> <p>HR Business Partners (HRBP's) have checked through discussions with Managers in areas where standby call out arrangements exist to determine if these are satisfactory or if there are additional needs for staff to be on contractual standby arrangements.</p> <p>It is clearly the service who determines the requirements of their service delivery and the need for such arrangements. Where this is required HR assist in determining local agreements.</p> <p>There has been a review of existing standby arrangements for those services that require such arrangements. These remain fit for purpose, but will continually be monitored to ensure that they remain effective.</p> <p>Specific local agreements are in place for:</p> <ul style="list-style-type: none"> • ICT • Winter Maintenance • FM (If ceiling collapse or water leak) this is not a formal call out as it happens infrequently but contact measures are in place. • Highways and Building Control • Emergency Management <p>The NJC for local government services (pay) includes standby duty allowance payment and these</p>

	<p>can be applied to those roles required to be on standby, not covered by any other local agreement.</p> <p>One standby arrangement would not fit all services and therefore local arrangements are in place. These are to ensure that where there are differing service needs then the arrangements and payments are accordingly agreed.</p> <p>It remains a Departmental responsibility to ensure their out of hour requirements are sufficient for maintenance of any emergency out of hours service requirements.</p> <p>The main areas of concern that arose through the floods was the lack of standby cover arrangements in Marketing and Communications and Drainage. The Assistant Director of Public Affairs and Communication being the sole person on standby.</p> <p>This has now been addressed and a standby rota is now in place as a regular service delivery requirement and appropriate payment is in place.</p> <p>With regards to Drainage, HR has spoken with Management and has been advised that none of the Drainage Section are on paid call out or standby arrangements. The reason is that statistically they have one or two call outs a year which can be handled through the voluntary management arrangements.</p>
<p>Further planned action and timescales:</p>	<p>Departments continue to review their standby and call-out arrangements on an ongoing basis. HR continue to liaise with Departments on local arrangements in relation to pay as part of the discussions on Terms and Conditions.</p>
<p>Lead Officer:</p>	<p>Michelle Moverley</p>
<p>Assistant Director:</p>	<p>Michelle Moverley (Equivalent)</p>

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 2, Resources – Manpower/Assets/Equipment</p>	<p>Review the adequacy/effectiveness of current arrangements for keeping road gullies, culverts, trash screens etc. clear (for which the Council has responsibility) particularly in those high risk areas/hotspots known to suffer from flooding. Such review to include the availability of necessary assets/equipment e.g. street sweepers/gully wagons etc.</p>
<p>Progress to Date:</p>	<p>Road Gullies</p> <p>There are approximately 95,000 gullies in the district predominantly discharging into public combined or surface water sewers for which Yorkshire Water is the managing authority. The current policy is:</p> <ul style="list-style-type: none"> • That all main road gullies will be emptied once a year. • The aim is to empty all other gullies every 2 years. • Gullies in high flood risk areas, busy junctions, arterial roads or on storm drains are inspected 4 times a year and emptied on average 2 or 3 times a year. To maximise the benefit of this work it is recommended that these roads should be swept in the week prior. The additional cost of this work will be identified following the outcome of the on-going review into the Boxing Day Floods and the resulting level of service which comes from it. • Gullies which are reported by members of the public as blocked are normally cleared within 21 days unless more severe obstructions or repairs require excavation works. • Some streets where high levels of day time parking occur preventing routine cleansing to be carried out require special measures. Action Days are arranged where residents are notified in advance that alternative parking arrangements need be on a specific day; opportunity is also taken on these days to do a street sweep. • Gullies are cleaned on a ward by ward basis and a record of the numbers which require cleaning are recorded to facilitate a risk based approach. <p>When heavy or prolonged rainfall events occur a fully functional highway drainage system is essential in minimising the risk of property flooding occurring and</p>

disruption to traffic movements. However good planned maintenance is there are two factors which will lead to flooding, firstly the capacity of the receiving underground out fall system and secondly the debris which these events cause blocking the gully inlets. Capacity problems are not easy to overcome, are expensive and in the case of public sewers beyond the Councils control. Debris clearance is theoretically easier to do but limited by the numbers of teams which are available and the distances between problems.

Cleansing Working Arrangements and resources **Mechanical Sweepers**

- There are 17 mechanical sweepers available, 10 at the Bradford Depot and 7 at the Keighley Depot.
- Normal working times are 6am to 2pm Monday to Friday and 6am to 12noon Saturday and Sunday. (Only 6 vehicles work on any weekend)
- Occasionally drivers will work outside normal hours providing reasonable notice is given; this is not currently being considered but should the frequency of severe events increase it is something which could be considered at a future date subject to funding being found to replace the current arrangement based on goodwill. Similarly the provision of additional mechanical sweeper drivers should also be subject to periodic review to ensure the 40% reduction in staff hours which has occurred over the last 5 years is compatible with the minimum standards of service indicated above.
- Out of hours call out for a mechanical sweeping emergency including bank holidays is managed through a private contractor to deal with incidents such as oil spillages or other spilt loads that have the potential to close roads

Gully vehicles

- There has been a reduction in the number of gully vehicles from 8 to 3. However, the working arrangements described above have enabled the section to deal with local flooding incidents.

Clean Teams

- 25 clean teams plus 35 transit vehicles and one refuse collection vehicle are available to assist in both delivering sandbags and clearing debris both during and post flooding events. Additional

resources in this respect may also be available from the Parks, Refuse and Waste Management fleet.

- Normal working times 7:15am to 3:45pm Monday to Thursday and 7:15am to 3:15pm Friday.
- 8 transit vehicles are available on a Saturday and 4 on a Sunday.

Highways Grills/Trash Screens and Bradford Beck Overflow Chamber

There are 25 trash screens at various locations throughout the district which are maintained by the Drainage Section on behalf of the Council. The current policy is:

- Depending on the risk these locations are inspected either at monthly or quarterly intervals and cleared as necessary.
- Small build ups of debris are cleared by Drainage Staff and left on the bank sides; a private contractor is engaged to deal with larger accumulations and the debris removed to an appropriate tip.
- Additional visits are made following a request from a member of the public in anticipation of heavy rainfall.
- Other triggers include strong winds and autumn leaf fall.
- Over the period from 15 November 2015 until the Christmas break the succession of Atlantic Storms meant that locations were visited sometimes twice or three times in a week to remove debris; there are no budgets to cover this additional work and the cost was able to be met out of the staff salary budget because a vacancy existed. This post will shortly be advertised. Following determination of the levels of service required to be provided from the various internal reviews of the Boxing Day Floods, recommendations will be made to the appropriate Portfolio Holder in respect of additional funding or resources.
- The majority of highway grills and trash screens are of an old straight vertical bar design and become totally blocked more readily than those of a modern design which allows debris to build on the front face, but allow the flow to overtop back into the screen.
- It is recommended that old screens at critical

	<p>locations should be replaced. A proposal will be developed following a review of which locations are most at risk, the type, age and condition of the existing grills.</p> <p><u>Damaged Highway Structures</u></p> <ul style="list-style-type: none"> • Not all damaged structures have been identified and assessed for repairs based on risk only those where the risk is visible. • Underwater scour inspections to major vulnerable structures will commence late June 2016 with an anticipated completion time of 3 months. <p><u>Identification of Hot Spot Flooding Areas and determining mitigation measures</u></p> <ul style="list-style-type: none"> • There were over 800 properties which flooded over the November / December 2015 period. • The worst affected areas were townships down the Aire Valley, property flooding also to a lesser extent occurred in the Wharfe Valley. The City area had few problems. • In conjunction with the Environment Agency 15 of the worst locations have been identified for further investigation with a view to making a bid for Flood Defence Grant in Aid (FDGiA) funding. The initial assessments will be carried out by the EA's framework consultant and are programmed to be completed by late summer 2106. • The initial assessments will identify what measures are needed and whether or not these schemes will attract a sufficient score to be fully funded from FDGiA or if additional monies would be required from the Council or other bodies. • In addition to the above schemes we are currently doing an initial assessment at four other locations, Skipton Road Keighley, Greyscar Road Oakworth, Worth Way Keighley and North Beck Keighley, which had already been identified as having a high flood risk potential. • The Land Drainage section is working with the Environment Agency, Yorkshire water and other organisations to put together a programme of capital works to address property flooding, and is actively looking for match funding in the form of grants described above and the local levy.
<p>Further planned action and timescales:</p>	<p>Mapping of gullies in high risk flooding areas to reduce flooding and enable more effective use of</p>

resources will be undertaken before the end of 2016.
Update : Hot spot gullies have been mapped but mapping of all gullies across the district is ongoing.

Review of Highway Grills and Trash Screens to be undertaken by the end of October 2016 and a programme for maintenance or replacement to be developed.

Update : The existing policy for maintenance has been reviewed and shown to be effective based on the amount of assets and their current condition. Some trash screens are in need of replacement within the next 3 years to prevent failure and also to bring them to current standards. The existing policy will remain and will be reviewed if further funding can be sought to replace older trash screens.

A review to be undertaken of other locations where trash screens exist or would reduce highway flooding to be undertaken in the current financial year.

Update : A review showed no further trash screens are required to reduce highway flooding however existing trash screens have been identified for replacement. A piece of work is required to identify suitable funding streams to carry out these replacements.

A report by the EA's Framework Consultants into locations flooded on Boxing Day will report by the end of September 2016. This will identify schemes to minimise flooding at specific locations and will inform the future staffing and funding requirements the Council needs to deliver the programme.

Update : Initial Assessments at priority locations have informed a programme of flood risk alleviation projects for consideration of the Bradford Flood Programme Board.

A review will be undertaken to see if a planned maintenance approach can be undertaken on watercourses rather than the current reactionary approach. This review will be completed by the end of September 2016.

Update : The review concluded that funding constraints did not allow a planned capital maintenance programme. A revenue maintenance programme is currently on going and effective at identifying areas of required work. The Water Management and Scrutiny review has made a

	recommendation to investigate capital and revenue funding streams for maintaining council-owned drainage systems and watercourses/ivers in order to ensure that we deal with the rise in water flows and levels associated with climate change.
Lead Officer:	Kirsty Breaks/Chris Eaton
Assistant Director:	Julian Jackson

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 3, Resources – Manpower/Assets/Equipment</p>	<p>Clarify which organisation is responsible for clearing debris from bridges post flooding events</p>
<p>Progress to Date:</p>	<p>For all water bodies ultimately responsibility rests with the Riparian Owner i.e. the Land Owner. However:</p> <ul style="list-style-type: none"> • Where the water body is designated ‘Main River’ the Environment Agency as ‘Operating Authority’ has permissive power to carry out works • Similarly where the water body is designated an ‘Ordinary Watercourse’ as ‘Operating Authority’ the Council has permissive powers to carry out works. <ul style="list-style-type: none"> • The term Main River can be misleading as Silsden Beck is also designated as Main River as are other watercourses in the district, so a water body does not have the word River in front of it to be a Main River. • With the limited resources the Environment Agency has, they complete river walkthroughs to proactively assess and enable removal of debris when and where it is appropriate. Any resident who sees debris on the Main River can report it to the Environment Agency on the 24 hour incident hotline, which is 0800 80 70 60. An assessment will then be made of the potential flood risk the debris may cause, if it is considered a flood risk ,and it is safe to remove the debris, then they will arrange for this to happen. • In relation to debris lodged under a bridge (Highways Asset) it is the responsibility of the Local Authority to make an assessment of the debris and the potential flood risk or damage caused and then remove it as required. The EA could intervene under their permissive powers if they considered there to be a risk that was not being addressed but this is unlikely due to the duty placed on the Local Authority as a statutory body. • The EA would expect any third party or statutory body to complete work to their own assets during normal circumstances. During an exceptional flood event, all category 1 responders would look to

	work in partnership with all organisations to enable a coordinated emergency response within the limited resources all have available.
Further planned action and timescales:	N/A
Lead Officer:	Kirsty Breaks/Chris Eaton
Assistant Director:	Julian Jackson

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 4, Resources – Manpower/Assets/Equipment</p>	<p>Develop a rigorous Council “sandbag policy” to provide clarity over the purpose and use of sandbags in flooding, such review to include :</p> <ul style="list-style-type: none"> • The number of sandbags to be permanently available • The location of such stocks (covered and uncovered) • Clear responsibility over who deploys sandbags (including out of hours arrangements) and collects them back in, the circumstances in which sandbags will be made available to the public and at what locations and by who • How the sandbag policy will be agreed and communicated to Members, residents and community groups
<p>Progress to Date:</p>	<p>The following is the response to the above review into the number, use etc of sandbags by the Council. It will form an internal working document/policy detailing resources and operational matters and should not be reproduced in any report which will be made public.</p> <ul style="list-style-type: none"> • A permanent stock of 8,000 sandbags (100 pallets) should be available for deployment by Council Staff to manage major flooding incidents. Emergency Planning Officers are working with Parish Councils and other organisations to develop Emergency Flood and Community plans, this work is still in progress and any resulting sandbag requirement will be in addition to the above. • In both 2000 and Boxing Day Floods, main road blockages severely impeded the movement of sandbags to locations where they were needed. It is therefore proposed that in addition to the current locations of Stockbridge Depot Keighley and Wakefield Road Bradford, new storage sites at Addingham and Apperley Bridge should be provided. • Stockbridge Depot would be the main stock location as it is conveniently situated for the Rivers Aire, Wharfe and Worth. 6,400 sandbags (80 pallets) with covered protection would be provided. • Wakefield Road Depot would store 960 sandbags (12 pallets). Covered protection is not currently

	<p>available.</p> <ul style="list-style-type: none"> • Addingham Staith would have 320 sandbags (4 pallets) This is a new location which would serve the Ilkley and Addingham Areas. This being a new location some re-ordering and provision of secure covered storage may be required. • Apperley Bridge Playing Fields would have 320 sandbags (4 pallets) and service the Apperley Bridge and Esholt Areas. This being a new location some re-ordering and provision of secured covered storage may be required. • The cost of works to provide secured covered storage at the 3 sites is estimated at £15,000. • Road closure signs will also be available from these sites. <ul style="list-style-type: none"> • The Duty Drainage Officer will be responsible for authorising the deployment of sandbags for major incidents. For smaller more localised incidents outside normal working hours, the Duty Highway Manager has discretionary powers to deploy up to 80 sandbags. • For major incidents when river(s) are flooding at several locations, these are priority areas for the Council's resources in terms of both available staff and sandbags. Experience has shown that there is also a need to provide assistance to other locations away from the priority areas. To service these using in house resources could seriously prejudice our priority response. It is therefore recommended that external contractors are found to provide this service. • This sandbag policy will be agreed with the Executive Board Members for Regeneration, Planning, Transportation and Highways and Neighbourhoods and Communities • Communication to Members will be via internal e-mail with political groups and individually. This will include both the sections for publication and not for publication. • Communication to Town / Parish Councils and Community Groups will be via e-mail, but restricted to the section for publication only. • Where other suitable locations can be found, the distribution of sandbags will change but the overall total available will remain the same. • Members of the public will be able to access the policy via Council's web site.
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The following Draft policy **for publication to residents** has been developed for discussion/agreement with relevant Portfolio Holder

CITY OF BRADFORD METROPOLITAN DISTRICT
COUNCIL SANDBAG POLICY

There is no statutory requirement for a Local Authority to provide sandbags, nor to prevent a property from flooding. Many Councils do not provide sandbags.

As a responsible Council we do however acknowledge that there are vulnerable people and communities which require assistance during a major flooding incident and will attempt to help where resources will allow.

Residents and business owners are responsible for protecting their own property and where they consider themselves to be in a high risk area they should make appropriate arrangements in advance of a flooding incident. The Council may offer assistance where it can, but this will be prioritised as shown below.

Whilst the Council does hold a stock of sandbags these are primarily for use to prevent flooding from rivers, major watercourses and keeping highways open.

Where resources are available, we will attempt to help others. Requests will be prioritised as follows.

1. Vulnerable individuals, the elderly and infirm
2. Hospitals, Care Homes and Schools where there is a risk of internal flooding.
3. Council buildings and critical infrastructure
4. Residential properties
5. Business and other non-residential properties (in extreme circumstances only)

It should be noted that:

- Requests for sandbags will only be considered for residential premises which are occupied at the time and at imminent danger of internal flooding; sandbags will not be provided to protect gardens,

- garages and other non- residential properties.
- Once sandbags have been delivered they will become the property of the property owner or occupier and they will be responsible for their appropriate disposal after use. The only exception to this will be to vulnerable people or communities.
 - Requests for sandbags will not be considered in anticipation of flooding, following advance weather forecasts or Environment Agency warnings.
 - All requests for sandbags will be dealt with solely at the Council's discretion by the Duty Drainage Officer.
 - It should be noted that sandbags do not provide a total solution to the ingress of water. Their prime use is to divert the flow of water. When purchasing sandbags there are 2 types which are commonly available; hessian sacks provide the best seal and are easier to place, but they do not last as long as more recent plastic types. Other proprietary products are available, but care should be taken when these are considered to ensure they have a British Standard Kite Mark for the intended use and are fitted in accordance with the manufacturer's instructions.

Update : The following is the final decision made about sand bag etc stocks held across the district.

A permanent stock of sand bags and flood sacs is now available for deployment by Council staff to manage major flooding incidents under the control of the Duty Drainage Officer. The sand bag policy, which is displayed on the Council website, compliments individual's responsibilities to protect residential and commercial property . The stock is made up of 6,000 sandbags, 1,340 dry FloodSax, and 660 HydroSnakes. The location of these stocks is critical for the Council and the community it serves. There are 5,500 bags kept at Stockbridge Depot in Keighley (4,150 sandbags, 690 FloodSax and 660 HydroSnakes), 1,000 bags kept at Wakefield Road Depot in Bradford (800 sandbags and 200 FloodSax), 1,500 bags kept in locations in Apperley Bridge, Ilkley and Addingham.

The smaller depots store the following stock that are held in secure and weather-tight containers:

-Apperley Road playing fields at Apperley Bridge, 350 sandbags and 150 FloodSax

-Golden Butts Road HWRC at Ilkley, 350 sandbags

	and 150 FloodSax -The Staith at Addingham, 350 sandbags and 150 FloodSax
Further planned action and timescales:	No further planned action.
Lead Officer:	Kirsty Breaks/Chris Eaton
Assistant Director:	Julian Jackson

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 1, Communications</p>	<p>Review and clarify responsibilities for externally delivered communication both within emergency situations where an incident is declared and out of hours 'emergency' incidents where matters are handled 'operationally' by services. Specifically review the contact arrangements for Councillors in such emergency incidents to ensure they are provided with necessary information in a timely manner to enable them to fulfil their community facing responsibilities and have access to an identified point of contact in any emergency incidents.</p>
<p>Progress to Date:</p>	<p>The Friday evening 'Officer on Call' update is now circulated to the Councils Leadership, Political Group Leaders as well as senior management for information and awareness.</p> <p>Revised arrangements and responsibilities for Communications in Emergency situations are as follows :</p> <p>Emergency Planning Officers are responsible for tweeting on bradfordmdc about out of hours 'on call' incidents and for contacting appropriate Executive Members, Group Leaders and Ward councillors, with the key information about an incident. The out of hours on call comms officer can assist with social media, where necessary, and also deal with any print and broadcast media enquiries.</p> <p>This system eliminates duplication of tasks and saves time, particularly for the Duty Emergency Planning Officer who has to put information into a text or email in order to inform a comms officer about the details that can be tweeted. This reduces the likelihood of human error mistakes in passing details down a 'comms line'. Also it is consistent with processes in neighbouring councils.</p> <p>It has been agreed that it is not appropriate for 'first line responder' officers to take photographs / tweet / post on social media because of the practical and perception issues in doing so. However, photographs and posts / tweets by officers re-visiting incidents and /or undertaking follow-up visits would be appropriate.</p> <p>The digital communications officer has delivered social media training sessions for emergency comms officers to enable them to tweet on bradfordmdc.</p> <p>The initial intention to move towards putting all alerts out</p>

	<p>solely on the Bradfordmdc twitter account, which has greater coverage, is on hold pending an IT solution to the issue that followers of bradfordalerts can currently sign up to receive a text message directly to their mobile phones. At present this cannot be replicated on bradfordmdc because it is not possible to select specific tweets from the bradfordmdc account to be sent as text messages, and individual's private phones would therefore be bombarded by messages they didn't necessarily want to receive!</p> <p>The digital communications officer has provided refresh training on social media for Emergency Planning Officers.</p>
Further planned action and timescales:	No further actions planned
Lead Officer:	Alison Milner / Albert Freeman
Assistant Director:	Alison Milner

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 2, Communications</p>	<p>Review the operation and capacity of the Contact Centre (431000) to deal with a high volume of calls from the public in emergency situations and its links into Emergency Command and Control structure.</p>
<p>Progress to Date:</p>	<p>The Council's Contact Centre now prioritises any high priority or ongoing emergency incidents at the top of its help list.</p> <p>Meetings have been held with Neighbourhoods & Customer Services and the following items were discussed: redirecting calls to an other organisation to cover off calls, enlarging the trunk capacity (more lines), ability of staff to work from home or other council offices, numbers of staff who might be available potentially, escalation process, automated messaging and who would control the communication content. Issues raised regarding communications , the Contact Centre received lots of calls because in this case a flood letter / information quoted two phone numbers, one for tax council and one for flood relief (Contact Centre's main number) which people defaulted to even if they where calling about council tax.</p>
<p>Further planned action and timescales:</p>	<p>We did not experience a call increase during this event that rendered the capacity or call handling capability inoperative. However a discussion took place in Oct 2016 with our telephony supplier on the technological changes and indicative costs of increasing capacity to deal with exponential increase in public call volumes. This would need to be complimented with a staffing availability to handle such a call increase and as such this is not being pursued.</p> <p>To mitigate and improve the communication during high call volume periods we have configured a message process to allow the Gold / Emergency planning team the ability to set a message against 01274 431000 to provide the public information and diversion to alternative channels (radio, social media, etc). While this message is enabled customers will not be passed through to other services. The message will play and the line closed.</p> <p>IT Services has tested the process and have trained the Emergency Planning/CSD IT Service Desk during August 2016. The CSD/IT Service Desk staff can be utilised to set the messages in case of emergency calls over weekends</p>

	<p>and bank holidays. However following a number of trial runs, it has now been agreed that the new process is for EMT to contact John McGee (CSD Manager) who will arrange for any changes to be made in conjunction with IT Services where necessary.</p> <p>No further action planned.</p>
Lead Officer:	James McCallum/Joanne Conlon
Assistant Director:	David Cawthray/Ian Day

ACTION PLAN PROGRESS UPDATE

Action: Action 3, Communications	Review the IT connectivity/provision of hardware (including telephony) to ensure it is reliable and fit for purpose to ensure that in an emergency situation the Council Command and Control system can access necessary Council systems and all staff on the ground are contactable with the necessary access to Council systems.
Progress to Date:	The Council's Emergency Management team have been supplied with fully enabled iPads to ensure connectivity. Other Services should review their smartphone capability to ensure they are adequate. If these require enhancing engagement should be arranged with IT Services accordingly.
Further planned action and timescales:	N/A
Lead Officer:	Colum Sheridan-Small
Assistant Director:	David Cawthray

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 4, Communications</p>	<p>Investigate and identify a suitable video conferencing facility (LYNC) to enable remote joint operations between the Council and partners.</p>
<p>Progress to Date:</p>	<p>Skype for Business (previously known as LYNC) is now available for users to communicate inside and outside of the organisation on a variety of devices. This provides instant messaging as well as video conferencing.</p> <p>All users with VDI or Windows 7 will be able to use S4B for IM (Instant Message) and Presence. Emergency Management Team and a handful of people will have video and voice calling. No training is required if already familiar with Skype.</p> <p>The Council Emergency Planning Team have now verified and tested IM (Instant Messaging), Presence and Video Calling to West Yorkshire Police.</p> <p>The Council also has federated services with Kirklees Council</p>
<p>Further planned action and timescales:</p>	<p>N/A</p>
<p>Lead Officer:</p>	<p>Yunus Mayat</p>
<p>Assistant Director:</p>	<p>David Cawthray</p>

ACTION PLAN PROGRESS UPDATE

Action: Action 5 Communications	Develop a wide ranging communications strategy to explain the Council's, partner's and the public's responsibilities in responding to, and dealing with, serious flooding incidents.
Progress to Date:	<p>Alice Marshall, lead Communications Officer for flooding issues, has developed a Flooding Communications Strategy in liaison with partners and Council services.</p> <p>An action plan sits within the strategy and identifies lead responsibility for different communications activities that are required pre, during and post serious flooding event.</p> <p>Alice and the Emergency Management Team have been trained in the use of the Stay Connected e Newsletter system and a flooding information and alerts topic has been added to the subscription list. The flooding topic has over 1000 subscribers, including all 90 councillors who were added in bulk. Councillors will all get timely information in their inboxes that can be forwarded to their residents when necessary.</p>
Further planned action and timescales:	No further actions planned
Lead Officer:	Alice Marshall
Assistant Director:	Alison Milner

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 1, Community Response/Engagement</p>	<p>Identify those community/voluntary organisations that came forward during the flooding incidents. Assess their appetite and capacity to formalise an arrangement with the Council to assist in any necessary future response to flooding incidents.</p>
<p>Progress to Date:</p>	<p>Informal discussions have been held and some people are still involved in supporting flood clearance work. Some have fed back that responsibility for the support should have been a Council one and some stepped in, due to the timing of the flood and lack of support as a result of this. One of the main volunteer leads at Bingley now a member of the Town Council.</p>
<p>Further planned action and timescales:</p>	<p>Contact will be maintained with those volunteers that have expressed interest in maintaining interest in voluntary work.</p> <p>Following discussion with Emergency Planning and the governance and structure inherent within a Local Council solution, this has been deemed the preferred mechanism for coordinating action in response to local emergency situations. This will not stop/reduce engagement by volunteers, but will ensure consistency in respect of future contacts and follow up actions, via Local Council websites, Parish Clerks and Local Council Liaison meeting structures.</p>
<p>Lead Officer:</p>	<p>Relevant Area Co-ordinators and Ward Officers</p>
<p>Assistant Director:</p>	<p>Ian Day</p>

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 2 Community Response/Engagement</p>	<p>Continue to progress work with Parish Councils to develop community resilience plans to respond to emergency incidents where the community becomes isolated and may need to 'help itself' until, or alongside, emergency services/Council services are available. Such plans to link into those community/voluntary organisations identified in point 1 above. Investigate the concept of Flood Wardens and identify/consider what resources could/should be placed at their disposal to assist in future flooding incidents.</p>
<p>Progress to Date:</p>	<p>Discussions have taken place at a Local Council Liaison meeting and support offered from flood affected and non flood affected local councils to engage in developing local resilience plans.</p> <p>Work is continuing with Local Councils to develop and maintain plans. Follow up work is planned with those Councils that are sufficiently remote, or in higher risk areas to encourage them to work with the Council on the development of local resilience plans. Identifying access to and contacts for local community facilities will sit within the local resilience plans and help to broaden support and response capacity.</p> <p>Resources (flood sacs, radios etc) have been identified and purchased using Local Levy Funding, and will be distributed to Local councils when plans are completed.</p>
<p>Further planned action and timescales:</p>	<p>To date two Local Councils, Bingley and Steeton, have written their plan fully and tested them through a 'table top exercise'. Five Local Councils, Baildon, Haworth, Oxenhope, Addingham, and Keighley, are very close to completion of their plans. A further 6 Local Councils/bodies, Burley, Cullingworth, Menston, Wilsden, Wrose, Sandy Lane are all engaged at various stages in the development of their plan. Denholme and Clayton are considered to be 'low risk' and whilst contact has been made with them, the absence of a formal response will not be followed up. Two local Councils, Ilkley and Silsden, have said they do not wish to engage in this exercise however we continue to press for engagement. We are looking at developing plans with two communities, Thackley and Goose Eye, considered to be 'medium' risk, but are not covered by a Local Council.</p> <p>With regard to Flood Wardens operating within the BMDC boundary, there are none operating due to difficulties in maintaining necessary training undertaken by the EA. In</p>

	Bradford therefore, flood warden work will be incorporated into the Local action planning above for each location through local links to those who know and understand the river such as local fishing clubs, dog walkers who use the river banks, residents who live close to the rivers etc.
Lead Officer:	Chris Slaven
Assistant Director:	Ian Day

ACTION PLAN PROGRESS UPDATE

<p>Action: Action 3, Community Response/Engagement</p>	<p>Identify how to incorporate the role of Parish and Town Councils, and community/voluntary organisations into the Council's Multi Agency Flood Response Plan. Clarify the role of Parish, Town and District Councillors.</p>
<p>Progress to Date:</p>	<p>The 'spontaneous volunteers' of Bingley have been incorporated into the new Bingley Town Council and Emergency Management Team have worked with them to develop their plan. The volunteers from Keighley have formed a constituted group and EMT are discussing the way forward which may well see them being the 'plan holder' (and resource keeper) for the Keighley area if agreement is found with the Town Council and District Council members. In Shipley/Baildon area there is a newly constituted group who have recently attained charitable status and may replicate the model described above for Keighley.</p> <p>Emergency Planning has attended a Local Council Liaison Meeting to present proposals for local resilience plans, including flooding, to Local Councils.</p>
<p>Further planned action and timescales:</p>	<p>Work continues with Local Councils to develop Local Emergency and Flood plans (as per action 2, Community Response/Engagement).</p>
<p>Lead Officer:</p>	<p>Chris Slaven</p>
<p>Assistant Director:</p>	<p>Ian Day</p>



Report to the Corporate Overview and Scrutiny Committee to be held on Thursday 26 October 2017.

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Subject:

Water Management Scrutiny Review

Summary statement:

The attached draft report contains the findings from the Water Management Scrutiny Review, undertaken by the Environment and Waste Management Overview and Scrutiny Committee.

Cllr Kevin Warnes
Chair – Environment & Waste Management
Overview & Scrutiny Committee.

Portfolio:

Corporate

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 The attached report contains the findings from the Water Management Scrutiny Review, undertaken by the Environment and Waste Management Overview and Scrutiny Committee.

2. BACKGROUND

- 2.1 At its meeting on Tuesday 19 January 2016, Council agreed that the Corporate Overview and Scrutiny Committee undertake an in-depth Scrutiny Review into the effectiveness of Bradford Council and its Partners in dealing with the floods across the District in December 2015.
- 2.2 As part of this Scrutiny Review, members looked to explore how we can learn from the approaches taken during the winter 2015 floods, to assist the Council and its Partners to better deal with future floods.
- 2.3 It was also agreed that the Corporate Overview and Scrutiny Committee would receive the final review report, prior to its submission to full Council.
- 2.4 The Environment and Waste Management Overview Scrutiny Committee undertook a wider scrutiny review into Water Management across the District.
- 2.5 The Scrutiny Review report is attached as Appendix 1.

3. OTHER CONSIDERATIONS

- 3.1 This review, undertaken by the Environment and Waste Management Overview and Scrutiny Committee, offers a wider perspective on water management across Bradford District. There is much valuable work currently underway, and this review aims to bring those different work streams together in order to improve the effectiveness of Bradford Council's approach (and those of our partner agencies) to water management across the District.
- 3.2 At its meeting on Tuesday 4 July 2017, the Environment and Waste Management Overview and Scrutiny Committee considered the Draft Water Management Scrutiny Report and recommended:
 1. That the findings and recommendations contained within the Draft Water Management Scrutiny Review Report be adopted.
 2. That the Water Management Scrutiny Review be submitted to the Corporate Overview and Scrutiny Committee for consideration.
 3. That the Water Management Scrutiny Review Report be submitted to the Executive for endorsement.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Recommendations 6 and 7 of the Draft Water Management Scrutiny Review relate to the potential for using funds from the Community Infrastructure Levy for flood

alleviation measures, and for Bradford Council to liaise with other West Yorkshire local authorities to secure funding from the Department of Transport's National Productivity Investment Fund. Recommendation 13 asks for an urgent review of capital and revenue funding streams for maintaining council-owned drainage systems and watercourses/rivers in order to respond effectively to the rise in river flows and levels associated with climate change.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 There were none arising from this Scrutiny Review.

6. LEGAL APPRAISAL

6.1 There were none arising from this Scrutiny Review.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

There were none arising from this Scrutiny Review.

7.2 SUSTAINABILITY IMPLICATIONS

There were none arising from this Scrutiny Review.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There were none arising from this Scrutiny Review.

7.4 COMMUNITY SAFETY IMPLICATIONS

There were none arising from this Scrutiny Review.

7.5 HUMAN RIGHTS ACT

There were none arising from this Scrutiny Review.

7.6 TRADE UNION

There were none arising from this Scrutiny Review.

7.7 WARD IMPLICATIONS

The winter 2015 floods affected several areas and communities across the District, which include:

- Bingley;
- Bingley Rural;
- Craven;
- Ilkley;
- Wharfedale;

- Shipley;
- Baildon;
- Idle and Thackley;
- Keighley East.
- Worth Valley.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

In considering how to progress this issue the Committee may wish to Forward their recommendations to the Executive, Council and / or other appropriate bodies if required.

10. RECOMMENDATIONS

- 10.1 That members of the Corporate Overview and Scrutiny Committee, consider and comment on the report.

11. APPENDICES

Appendix 1 – Water Management Scrutiny Review Report.

12. BACKGROUND DOCUMENTS

None.

Membership of the Environment and Waste Management Overview and Scrutiny Committee (EWMOSC)

Members

Cllr Aneela Ahmed
Cllr Ralph Berry
Cllr Mike Gibbons
Cllr Martin Love, (Deputy Chair)
Cllr Naveed Riaz
Cllr Brendan Stubbs
Cllr Kevin Warnes, (Chair)
Cllr Rosemary Watson

Co-Opted Members

Nicola Hoggart – Environment Agency
Julia Pearson – Bradford Environment Forum

Alternate Members

Cllr Sue Duffy
Cllr Michael Ellis
Cllr Hawarun Hussain
Cllr Zafar Iqbal
Cllr Hassan Khan
Cllr Sarfraz Nazir
Cllr Jack Rickard
Cllr Rachel Sunderland

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- **Appendix 1: Terms of Reference.**
- **Appendix 2: Executive Summary of Bradford Council's 'Review to Consider the Future of Water Management and the Associated Problems of Flooding in Bradford District', published in 2005.**
- **Appendix 3: Officer powerpoint presentation summarising progress to date in implementing the recommendations of the 2005 review, EWMOSC meeting, 26 July 2016.**
- **Appendix 4: Extract from the printed minutes of the EWMOSC meeting on 26 July 2016 during which the committee reviewed progress to date in implementing the recommendations of the 2005 review.**
- **Appendix 5: EWMOSC evidence-gathering sessions and witnesses.**
- **Appendix 6: List of briefing reports provided to this committee.**
- **Appendix 7: List of background documents.**

1) Chair's Foreword

The floods of December 2015 inundated over 1,000 homes and businesses across a wide swathe of Bradford District and turned the lives of many hundreds of local people upside down. The cost of the damage to residential and commercial property is estimated to have been around £34 million. The broader social, environmental and economic impacts were even greater in scope as residents struggled to cope with the upheaval to their everyday lives through the months that followed. For some, sixteen months after they were originally flooded out of their homes or premises, the long recovery process continues.

The Environment and Waste Management Overview and Scrutiny Committee has undertaken this scrutiny review in order to ensure that Bradford Council and its partner agencies are better able to cope with future flooding, in ways that we hope will help mitigate the impact of these inevitable extreme weather events on the lives of the people and communities we serve in the years ahead. Our review confirms that significant progress is being made by the Council and its partners in managing flood risk and the multiple impacts of flooding; and that developing and sustaining these achievements into the 2020s and beyond will be extremely challenging for all concerned.

The councillors on this committee are very grateful for the support of representatives from our external partners who contributed with their particular insights and experiences. These organisations include (in alphabetical order): the Aire Rivers Trust; Calderdale Council; the Environment Agency; Friends of Bradford's Becks; JBA Consulting; and Yorkshire Water. Not only did those involved furnish us with detailed written briefing papers (see Appendix 3 of this report), but they gave freely of their valuable time to participate in two lengthy evening evidence-gathering sessions. We could not have completed this review without their generous assistance and we trust that this report will help their own future water management projects in turn.

We are also very grateful to our hard-working and dedicated Council officers with whom we are fortunate to work and who also gave up their time to provide us with briefing documents and to join us for the information-gathering sessions. Finally, we also very much appreciate the support of our fellow councillors in completing this review.

On a personal note, I would like to thank my colleague (and prior chair of this committee) Cllr Martin Love for opening this review and for his experienced support and active participation as our work has proceeded. I am also very grateful to Mustansir Butt for his seasoned advice throughout the past six months; and finally to Maria Dara in Member Support for her invaluable contribution in transcribing the five hours of testimony that helped shape our report and its numerous recommendations.

Cllr Kevin Warnes
Chair, Environment and Waste Management Overview and Scrutiny Committee

2) Introduction

Background

At its meeting on Tuesday 19 January 2016, Bradford Council agreed that the Corporate Overview and Scrutiny Committee undertake an in-depth scrutiny review of the effectiveness of the Council and its Partners in dealing with the District-wide flooding of December 2015.

Following discussions with Councillors and Officers, it was also agreed that water management across the District should be looked at and that the Environment and Waste Management Overview and Scrutiny Committee should undertake that scrutiny review.

The Environment and Waste Management Overview and Scrutiny Committee agreed its terms of reference for this scrutiny review in April 2016. Specifically, the committee resolved to:

- 1) *examine the policies that impact on either the mitigation of flood risk or contribute to that risk;*
- 2) *identify potential sources of funding and other resources that could assist in reducing the risk and impact of flooding;*
- 3) *develop an action plan to reduce the risk and impact of flooding and use in response to any future incidents;*
- 4) *consider future climate change assumptions and their impact on the frequency and severity of flooding incidents;*
- 5) *consider measures which could be taken to reduce the rate of water runoff into the river system;*
- 6) *consider the effect of increased flooding risk on proposed development and the effect of proposed and possible future development on run off and flooding risk.*¹

This review therefore offers a wider perspective on water management across Bradford District. It aims to bring a range of valuable ongoing work streams together in order to improve the effectiveness of Bradford Council's approach (and those of our partner agencies) to water management across the District and beyond.

The Scrutiny Review Process

EWMO SC colleagues began their deliberations on 26 July 2016 with a brief review of progress made since 2005 in relation to water management and the associated problems of flooding in Bradford District. This meeting included a comprehensive presentation by Council officers on implementation to date of the recommendations of Bradford Council's 2005 'Review to Consider the Future of Water Management and the Associated Problems of Flooding in Bradford District' (see Appendices 2-4 of this report for full details of the 2005 recommendations, the officer presentation on 26 July and the associated committee deliberations).

¹ For the full Terms of Reference, see Appendix 1.

Two information-gathering sessions were subsequently undertaken as part of this scrutiny review focused on the six areas for improvement mentioned above. These took place at City Hall on 24 January and 7 February 2017 and involved both Bradford Council officers and representatives from a range of partner organisations.² EWMOSC members have considered a range of information including the briefing documents provided for these evidence-gathering sessions, the oral testimony of the participants and a range of background documents.³

The Scrutiny Review Recommendations

As a result of the review, this Committee has made a total of 26 recommendations for consideration by colleagues. Some of these recommendations are closely linked with each other. All are contained (a) within the body of the report and (b) summarised at the end of the main body of this report for ease of reference.

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<sup>2</sup> The full list of participants can be found in Appendix 5.

<sup>3</sup> For the full list of documents provided, see Appendices 6 and 7.



### **3) Findings**

This section presents the findings of the Environment and Waste Management Overview and Scrutiny Committee into Water Management across the Bradford District.

#### **Key Line of Enquiry 1**

#### **Examine the policies that impact on either the mitigation of flood risk or contribute to that risk.**

##### **Legislative overview**

Flood risk management is informed by (and subject to) a range of pieces of legislation. These include the 2009 Flood Risk Regulations, the 2010 Flood and Water Management Act (FWMA) and the National Planning Policy Framework (NPPF).

Bradford Council, as a Lead Local Flood Authority, is required by the FWMA to maintain a Local Flood Risk Management Strategy (LFRMS). This has been developed and adopted by the Council. This needs to be consistent with the National Strategy for Flood and Coastal Erosion Risk Management (FCERM) that is the responsibility of the Environment Agency (under the provisions of the FWMA).

It is clear, however, from the summary report tabled by officers on 24 January and feedback from participants during this first evidence-gathering session that national flooding policy remains in a state of flux. This has complicated the challenges facing the Council as we seek to manage flood risk across the District and has been problematic in terms of developing the emerging Core Strategy.

##### **Non-implementation of Schedule 3 of the FWMA**

Crucially, some parts of the FWMA were not brought into effect in 2010, notably Schedule 3 (Sustainable Drainage). This has been “subject to continual delays” in the view of Council officers (although this did not necessarily preclude Bradford from developing its own sustainable drainage policy in the meantime). The full implementation of the FWMA would have given Bradford Council greater control over the design of new drainage systems and enabled us to ensure that developers incorporate Sustainable Urban Drainage Systems (SUDS) into their proposals.

Instead, because Schedule 3 is not yet in force and, indeed, is not likely to come into effect in the near future, the committee was told on 24 January that “we do not have the appropriate [national] policy framework that we expected we would have in terms of how developers implement drainage schemes”. Officers commented that relying on the existing planning process for SUDS is therefore “less than ideal”. In a separate note, one participant observed that the government’s “failure to enact Schedule 3...effectively weakens where we were rather than strengthening it. Whilst we can use planning legislation to provide a basis for maintenance as well as design, without the resources

which the SuDS Approval Body would have given us to inspect and adopt, the reality is we can't ensure the process is robust."<sup>4</sup>

### **Pre-application guidance**

Bradford Council currently refers developers to a two-page non-statutory technical guidance document relating to SUDS (comprising just 14 brief points). According to the briefing paper provided by Council officers on 24 January, this has "reduced the effectiveness of the original proposal [Schedule 3]"<sup>5</sup>.

This problem was noted in the Leeds City Region Flood Review Report, published in December 2016, which stated that "developing a strategic approach to sustainable urban drainage systems...is currently hampered by a lack of robust national guidance". [WYCA, page 7] Indeed, the report went on to recommend "consistent planning policies and approaches across the City Region...to mitigate flooding and improve resilience, including preparing City Region supplementary planning guidance to provide a stronger steer for the adoption of SUDS". (WYCA, page 52).

Several participants highlighted the role the Council can play in providing pre-application guidance for developers. One witness highlighted the need for "a consistent approach" across West Yorkshire. In the opinion of officers, Bradford Council has been "proactive" in seeking the implementation of Schedule 3. It appears that DEFRA would also like to see this part of the FWMA brought into effect. In the meantime, officers informed the committee that they are currently developing supplementary planning guidance relating to sustainable drainage.

### **Register of structures/features affecting flood risk**

Bradford Council, under the provisions of the FWMA, has a duty to maintain a register of structures or features that have a significant effect on flood risk. Officers confirmed that this register has been "under development for a couple of years" and is "ongoing" in nature. In a separate note, officers indicated that "the asset register is in place and due to its nature is a live process that requires continuous monitoring". The Environment Agency confirmed that they regularly share asset information in their monthly meetings with the Council, Network Rail and Yorkshire Water under the aegis of the Flood Programme Board established by the Council to support its LFRMS.

### **Six year cycle of planning**

The Committee learned on 24 January that "to manage flood risk, both the Agency and local authorities must follow a six year cycle of planning". Officers indicated that the six year cycle renews in 2017 and the Council's Preliminary Flood Risk Assessment "will be reviewed in accordance with DEFRA guidelines (issued 25 January 2017) by mid-June this year".

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<sup>4</sup> Email to the chair from Tony Poole, Principal Engineer Drainage, Bradford Council, 16 February 2017.

<sup>5</sup> In addition, it is worth noting that the non-statutory nature of the technical guidance document has been accompanied by a central government claim that 'no new burdens' are being imposed on Bradford. This, in turn, has triggered an almost complete elimination of the funding available to Bradford as a Lead Local Flood Authority (a revenue cut of over £50k per annum).

## **Lead role of the National House Building Council Inspectors**

Aside from strict planning considerations, officers also flagged up the fact that Bradford Council has limited involvement in overseeing the incorporation of sustainable drainage into new developments. According to officers, “the majority of house-building does not go through the local authority...but goes via the National House Building Council’s Inspectors...who serve notice on the local authority”. This clearly remains an ongoing issue and one which Bradford Council may need to review.

## **Flood risk inspection of completed developments**

The first evidence session also revealed that, although the Council goes through flood risk assessments “quite rigorously” at the planning stage in the view of officers, the Council does not ordinarily inspect completed developments to ensure that sustainable drainage and flood risk management measures have been properly implemented.

## **Involvement of communities in SUDS creation and maintenance**

Participants highlighted the role that local communities can play (perhaps via volunteering) in creating and maintaining SUDS in terms of creating habitats and sustainable drainage systems in parks (as well as other projects) and that this can have health and well-being benefits as well. This is not easy and takes time and resources, but can be worthwhile. One participant highlighted the need for “creative ways of working with communities” to manage natural drainage systems in particular.

## **Need for a ‘whole-catchment’ approach to flood risk management.**

One councillor stressed the importance of dealing with the Wharfe as well as the Aire, and for all parts of the Wharfe valley to be considered. The Environment Agency emphasised in response that they are focused on the whole of the Wharfe valley as well as the Aire valley and that they approach the challenge of water management on a ‘whole-catchment’ basis.<sup>6</sup> This was mirrored in a separate note from officers which states that the Council’s Local Flood Risk Management Strategy “encompasses a district-wide approach to flood and water management and the catchment-based approach is being undertaken by all relevant authorities”.

### **Recommendation 1 (mirrors Recommendation 16)**

**That the Council liaises closely with partner city region authorities to finalise supplementary planning guidance as soon as possible, and that officers quickly finalise a date by when these documents will be published.**

### **Recommendation 2**

**That the Council continues to review the development of its ‘register of structures or features that affect flood risk’.**

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<sup>6</sup> This ‘whole-catchment’ approach is exemplified in the *Upper Aire Catchment Network* briefing paper published by the Environment Agency in March 2017 and included in Appendix 3 of this report.

### **Recommendation 3**

**That the Council urgently reviews its default policy of non-inspection of the sustainable urban drainage features and flood risk aspects of completed developments, particularly in relation to larger projects and including SUDS already installed to date, in order to ensure that these developments are consistent with our LFRMS; and that the cost of doing so is borne as far as is practicable by the developer.**

### **Recommendation 4**

**That the Council reviews its engagement with communities with a view to ensuring that they are actively involved in the creation and maintenance of SUDS and other flood risk management projects.**

### **Recommendation 5**

**That the Council ensures that its flood risk management strategy continues to balance the needs of the Aire and Wharfe valley catchments.**

## **Key Line of Enquiry 2**

### **Identify potential sources of funding and other resources that could assist in reducing the risk and impact of flooding**

#### **Availability of multiple funding streams**

From Bradford Council's perspective, investing in flood risk management (including mitigation) measures is both essential and difficult. To quote from the Council's briefing note for the second information-gathering session, "the enormous economic, personal, health, and wellbeing costs associated with flooding make the argument for investment in flood defences and other measures to reduce risk a persuasive one. Despite this, raising finances to fund improvements is a huge challenge".

There are a range of funding streams available, the main proportion of which is derived from central government. Council colleagues identified several examples of funding that has recently been obtained or applied for. These include: approval for the BEGIN and SCORE projects (see appendices for details) utilising European Regional Development Fund investment; the securing of Local Levy funding worth £850,000 for the Bradford Flood Programme; and the securing of £20 million in Local Enterprise Partnership funding for investment in flood defences in Leeds, Calderdale, Bradford, Skipton and Kirklees.

It is noteworthy that Bradford Council officers are working closely with the Environment Agency to ensure that funding for green infrastructure is incorporated into key economic development projects such as the Canal Road corridor scheme.

Environment Agency colleagues were very clear about the significance of the Community Infrastructure Levy as a source of investment in flood risk management measures. As their briefing paper for this session stated, they "urge all Local Authorities to consider using funds from the Community Infrastructure Levy towards flood alleviation measures".

The Agency also highlighted the opportunities for seeking partnership funding from the Department of Transport's National Productivity Investment Fund.

#### **Recommendation 6**

**That the Council reviews the potential for using funds from the Community Infrastructure Levy for flood alleviation measures.**

#### **Recommendation 7**

**That the Council liaises with other West Yorkshire local authorities to secure funding from the Department of Transport's National Productivity Investment Fund.**

### **Key Line of Enquiry 3**

#### **Develop an action plan to reduce the risk and impact of flooding and use in response to any future incidents**

##### **Multi-agency, partnership-oriented action-planning**

Bradford is committed to joint action-planning via its participation in the Bradford Flood Programme Board, through which the Council has coordinated its actions since July 2016 with the Environment Agency, Yorkshire Water and Network Rail. The Council's briefing note for this information-gathering session provided a very detailed summary of the extensive range of action-planning associated with our Local Flood Risk Management Strategy (see appendices).

One participant emphasised the need for Bradford Council to work closely with Yorkshire Water to ensure that action-planning is undertaken to "identify the hotspots for surface water drainage in Bradford and then look to see which ones could be tackled".

The Environment Agency emphasised the need for a "well-integrated approach" to all aspects of action-planning. The Agency also cited the importance of reference to the National Planning Policy Framework; of avoiding development in areas at risk of flooding; of ensuring that the Agency's new climate change allowances released in February 2016 are properly applied throughout the planning process; and of identifying land required for current and future flood management that therefore needs to be protected from development in order to mitigate the impacts of climate change.

The Agency's briefing note for our information-gathering session provided a very detailed summary of the extensive range of actions undertaken since early 2016, in many cases in conjunction with partners (see appendices).

##### **People-centred action-planning**

The Environment Agency noted the importance of building resilient community networks capable of managing their proximity to nearby rivers, for example, rather than focusing on developing flood warden roles with a more narrow focus on flooding events that will, after

all, only occur on an irregular (though more frequent) basis in the future. In the words of one participant, it is vital to ensure that “actions are people-centred”.

Participants emphasised that action-planning is not just about preventing or minimising the impact of flooding events, but also about enabling individuals and communities to recover from those inevitable disasters. One participant stressed the importance of saying that “the picture is going to be ever-evolving, the flood risks are going to increase, the frequency is going to increase, and the severity is going to increase. We are not going to get rid of flooding. People will still be flooded. It is about how we manage that. It is about how we make sure that we minimise the number of people who have been flooded, we minimise the impact of that flooding and that they recover quicker...it is about how we use all the tools...make sure that we are as responsible as we can be and...that we future proof [our actions]”.

One Agency colleague noted how quickly the flood warden network and other community schemes had faded away as the experience of the 2000 floods receded into the background (another participant noted that many flood wardens had been retired and were therefore relatively elderly). This colleague emphasised instead the need for a “different approach...looking at existing community groups, existing networks, established organisations like town councils and parish councils...rather than setting up something that is specifically flood focused”. A Council participant widened this approach to highlight the need to plan for “general resilience to meet whatever happens” and that the “challenge is to develop a much broader community resilience to whatever might happen”.

Another participant from the Environment Agency noted the “multiple benefits of green infrastructure” action-planning which, in turn, contribute to community resilience: specifically, “they will make us more drought resilient, they will make us more resilient to the urban island effect and a whole range of weather conditions, air pollution, air quality issues as well. There are a broad number of benefits to green infrastructure that are mapped, that can be valued. The public health benefits are also massively underestimated”.

On a particularly positive note, one participant indicated that “we are in a really good place at the moment given the climate that we are in and if we keep the momentum, the pace, the political commitment, not just within Bradford but across West Yorkshire as a unit, I think we will see some real tangible differences”. Many participants certainly shared this perspective, despite an awareness to the challenges of coordinating a complex array of actions between so many agencies and community groups and across multiple municipal boundaries over such long stretches of time.

#### **Recommendation 8**

**That the Council takes steps to ensure that the Environment Agency’s new climate change allowances are applied in the preparation of the site allocations development plan to ensure that proper consideration is given to increased flood vulnerability linked to climate change and that identified sites are avoided where appropriate.**

#### **Recommendation 9**

**That the Council reviews the actions necessary for it to ensure that land required for current and future flood management is protected from development in order to mitigate the impacts of climate change.**

#### **Recommendation 10**

**That the Council reviews its record to date in enabling community engagement around the challenges of water management and flooding and explores the options for developing more resilient local networks in future years.**

#### **Recommendation 11**

**That the Council works closely with Yorkshire Water to identify key places where surface water drainage problems exist in order to ensure that its action-planning delivers early, tangible results for our community.**

#### **Recommendation 12**

**That Yorkshire Water and the Environment Agency undertake a full investigation of possible sewage-related pollution sources in the Bradford Beck catchment in the next investment cycle (AMP7, which starts with PR19).**

### **Key Line of Enquiry 4**

#### **Consider future climate change assumptions and their impact on the frequency and severity of flooding incidents**

**Disparity between (a) the growing impacts of the climate change and (b) the resources available to mitigate these impacts**

The briefing paper provided by Council officers on 24 January and contributions during the evidence-gathering session highlighted the growing flooding risks associated with climate change. In particular, officers drew attention to the increased rainfall intensity and peak river flow allowances that now have to be factored into design and planning considerations for new developments. The Environment Agency confirmed that its latest climate change allowances are “significantly different” from previous models. In that context of accelerating climate change risks, the Council’s briefing paper stressed that “current budget constraints only allow a reactive approach rather than a proactive approach”. It stated that “regular maintenance regimes to council owned drainage systems and watercourses/ivers will need to increase to combat the rise in water flows and levels”.

The paper went on to state that, although Local Levy funding worth £880k has been secured to “advance” a number of studies of flooding risk at particular locations on the Aire/Worth catchments and the River Wharfe, “it will not address maintenance and other issues that we see as a priority. Regular maintenance regimes to council-owned drainage systems and watercourses/ivers will need to increase to combat the rise in water flows

and levels and internal funding arrangements for capital and revenue budgets and staffing levels need to be assessed”.

During the evidence-gathering session, officers indicated that there “has been no capital budget” for flood risk management, although “there have been budgets for individual schemes for a number of years”. They stated that “the maintenance budget that we used to have has not been increased since the 1990s...and has been transferred into the salary budget”. They added that “there are vacancies on the books”. They went on to state that the Council is essentially carrying out “minor bits of repairs” and confirmed that they would prefer to be more “proactive” in this area. Most of the work currently carried out is reactive, in response to about 300-400 complaints annually.

### **Disproportionate impact of flooding events on socially vulnerable groups.**

The briefing paper provided by officers on 24 January highlighted that flooding events present challenges for older residents, for residents prone to mental health problems, and for residents in poor health and/or on low incomes. Officers noted during this session that “the social care agenda and self-care agenda and keeping elderly people in particular in their homes longer”, as well as the ageing population, will need to be considered as we manage flood risk. This is especially important in the “recovery phase” following flooding events as the Council seeks to look after those who are “reliant on social care and experiencing mental health issues” in order to “understand what their needs are and how we can best address those”.

### **Need for, and difficulty of, greater community engagement.**

Several participants stressed the need for more ‘bottom-up’ activity to respond to the growing flooding risks of climate change – particularly as a means of mitigating the Council’s own resource limitations in this area. Officers emphasised the cumulative importance of the many “small individual” actions that local people and communities can take to help mitigate flood risk and support more sustainable urban drainage. This point was also a prominent feature of the ‘Ten Point Plan’ provided by Friends of Bradford’s Becks. The Environment Agency similarly highlighted the positive role that can be played by local action plans in this respect.

#### **Recommendation 13**

**That the Council urgently reviews both capital and revenue funding streams for maintaining council-owned drainage systems and watercourses/rivers in order to ensure that we deal with the rise in water flows and levels associated with climate change.**

#### **Recommendation 14**

**That the Council continues to update its LFRMS to take account of the disproportionate impacts that arise from the growing risk of flooding events related to climate change.**



## **Recommendation 15**

**That the Council updates its LFRMS to incorporate the development of 'bottom-up' actions to support sustainable drainage, mitigate the risk of flooding and enable communities to recover from flooding events.**

### **Key Line of Enquiry 5**

#### **Consider measures which could be taken to reduce the rate of water runoff into the river system**

##### **The importance of comprehensive information gathering and multi-agency working**

Bradford Council has undertaken a wide range of measures (as part of our Local Flood Risk Management Strategy) to reduce the rate of water runoff into the river system. These include: improving understanding of flood risk, reducing the impact of flooding on a priority basis; communicating flood risk to partners and stakeholders; carrying out targeted maintenance on a priority basis; and ensuring that appropriate development takes place.

The Environment Agency similarly engages in data assessment, information-gathering and risk assessment. Their understanding of current and future risks of flooding is supplemented by the information gathered by Bradford Council. The Agency works closely with councils and other organisations, notably Yorkshire Water, to use this information to develop strategic plans such as catchment flood management plans that, in turn, "assist lead local flood authorities in developing local flood risk management strategies". Key features of this work include mapping flood risk and maintaining a "register of assets and other features that help to manage risks".

According to the Agency, the specific measures being undertaken in Bradford to reduce the rate of river run-off include: updating the "flood extents mapping" for the District; helping to produce a "resident and business Flood Resilience and Community Engagement Information Pack"; identifying fifteen priority locations where further investigations will be carried out to understand the reasons for flooding and tackle those sources accordingly; piloting an Asset Sharing Database in collaboration with Network Rail, Yorkshire Water and Bradford Council (via the Bradford Investment Board); liaising with all Lead Local Flood Authorities, including Bradford Council, to ensure that flooding considerations are taken on board by developers during the planning application process.

All participants emphasised how keen they are to work collaboratively on gathering information to aid their understanding of water runoff and the measures that can be adopted to mitigate this challenge. There was a repeated emphasis on the need for catchment-wide approaches stretching across local authority boundaries. As one participant from Calderdale Council succinctly put it, "...water does not respect local authority boundaries, so what happens here has an impact further down and what happens further up has an impact here as well. What happens in Calderdale goes down through Wakefield, so it is about us all working together, and that is happening across West Yorkshire". Another participant commented that "one of the things that is coming through loud and clear already is that any solution to this huge challenge [of water runoff] is going to have to be multi-agency, multi-solution. We are going to have to work across

natural local authority boundaries. We are going to have to find ways of co-ordinating what we do. Effectively we do so already, but we have got to improve that. It has got to be top down and bottom up”.

## Natural Flood Management

All participants stressed the importance of Natural Flood Management (NFM), defined as working with natural features and processes – particularly in upland areas - to mitigate flood risk. This can of course be undertaken in addition to the ‘harder’ defences against flooding that have received greater attention to date in both urban and rural areas. As one participant put it, “NFM should be considered as an integral part of the comprehensive flood risk management toolkit, where it can be effectively used to complement more traditional flood risk management schemes and increase their resilience”. An added bonus are the broader environmental and social benefits that NFM measures can deliver (including biodiversity enhancement, water quality improvement, carbon sequestration and amenity value). These wider benefits can, of course, also assist in identifying additional sources of funding.

NFM measures that mitigate water runoff (‘Slowing the Flow’) can include creating additional woodland; appropriate land/soil management practices; improved management of moorland to “enhance its ability to act as a natural sponge”; land drainage modifications and runoff attenuation features (such as ‘leaky dams’, small retention ponds and ‘notched weir plates’ to hold back flows). Crucially, a range of these are required “across the catchment rather than focusing on just a single measure”. Unsurprisingly, the successful design and implementation of NFM measures requires “considerable effort by a stakeholder partnership group working closely with landowners and [the] farming community”.

An outstanding *potential* example of this multi-agency approach to NFM that is worth highlighting can be found in the Ilkley area, where Backstone Beck runs from the moor into the River Wharfe just east of Ashlands School and flooding has historically occurred. Bradford Council has submitted a project brief to the Environment Agency, who have secured approximately £250k funding from DEFRA for NFM works. According to the Council’s Countryside and Rights of Way service, this will:

*“involve ‘slowing the flow’ on Ilkley Moor by diverting/blocking drainage channels which form the source of Backstone Beck and by allowing tree regeneration in the lower slopes to further increase the moor’s flood mitigation potential. Coupled with community engagement for monitoring flows, the project could be an excellent pilot scheme that has replicability in other areas in the District on both the Wharfe and Aire catchments.*

*It is an opportunity for the Council to lead by example as a landowner in reducing flood risk locally via NFM and ultimately longer term through multiple smaller schemes on a more catchment wide basis. Schemes such as this also capture [a range of] wider environmental, social and wellbeing benefits...such as increased biodiversity (improvements to blanket bogs through re-wetting, wider species diversity through increase tree cover, resilience to wildfire, enhanced carbon sequestration and lower silting levels in run-off and thus better water quality).”<sup>7</sup>*

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<sup>7</sup> Extract from an email to the Chair from Danny Jackson, Countryside and Rights of Way Manager, Bradford Council, 10 March 2017.

In addition, one participant highlighted the potential for reducing water runoff offered by the 'Green Streets' approach (adopted by the Leeds City Region Local Economic Partnership). This involves "high quality, well designed greening projects" such as street trees, rain gardens, green roofs and walls, urban orchards, natural habitats and 'Green Ways'.

Clearly, 'Green Streets' measures are relevant to both new developments and to adapting our existing urban spaces to mitigate water runoff and the resulting flood risk. As one participant said, "we have massive urban areas that make a substantial contribution to flooding".

Participants agreed that managing water runoff requires a mix of 'macro-interventions' and 'micro-contributions', and that the latter area is where "community engagement" is so vital. According to one witness, "all those tiny bits help and the more we can engage with the communities the more we can get those little bits done...action and engagement is absolutely key at all levels ranging from multi-million pound hard engineering schemes to encouraging small groups and even individuals to do what they can".

**Recommendation 16 (mirrors Recommendation 1)**

**That the Council publishes minimum design standards (in the form of supplementary planning guidance) so that developers and their consultants are clear on the standards required for acceptable planning applications in relation to water runoff and sustainable urban drainage systems, and seeks to ensure that this process is completed by the end of April 2018.**

**Recommendation 17**

**That the Council engages proactively with partner organisations to identify opportunities for additional Natural Flood Management projects across the District (such as in the Clayton Beck catchment).**

**Recommendation 18**

**That the Council works jointly with Friends of Bradford's Becks on water management projects in the Canal Road area.**

**Recommendation 19**

**That the Council works with partner organisations to gather together existing knowledge and practice of Natural Flood Management in the form of a 'best practice manual' in order to engage the community and guide implementation of these kind of measures.**

**Recommendation 20**

**That the Council adopts a 'whole catchment' approach to reducing water runoff, in conjunction with neighbouring local authorities (particularly Leeds, but also those 'upstream' of our District) and partner agencies.**

#### **Recommendation 21**

**That the Council incorporates the ‘Green Streets’ approach in its planning process and infrastructure development schemes.**

#### **Recommendation 22**

**That the Council identifies future opportunities where it can show leadership in reducing and slowing water flow by its own actions, such as in the road and cycle path engineering schemes that it designs and through its ongoing refurbishment of the Council estate (possible measures may include controlling roof drainage by disconnecting building drains from the sewer system and installing planters, soakaways and green roofs).**

#### **Recommendation 23**

**That the Council considers either (a) signing up to the ‘Blue and Green Infrastructure’ declaration issued by Newcastle City Council and five partner agencies in February 2016 or (b) issuing its own declaration in order to aid the prioritisation of Blue-Green infrastructure in managing flood risk across Bradford District.**

#### **Recommendation 24**

**That the Council investigates what more it can do to promote community and individual awareness of what can be done locally to reduce water runoff and flooding risk.**

### **Key Line of Enquiry 6**

**Consider the effect of increased flooding risk on proposed development and the effect of proposed and possible future development on run off and flooding risk**

#### **Importance of the planning process for mitigating flood risk**

It was clear that participants regarded the planning process – and the Council’s role therein - as an important element in managing flood risk. As the Environment Agency put it during the session, “the role of the planning system in climate change mitigation is very fundamental”. Several participants stressed the very professional approach taken by the Council during the planning application process to ensure that “the impact of flood risk” is “fully taken into account” when proposed developments are assessed. Officers also cited several examples where the Council has successfully taken enforcement action to ensure that developers and/or owner occupiers rectify problems with drainage systems.

**Bradford Council involvement in checking that developments do not have an adverse impact on run-off and flooding risk.**

Several contributions from officers during this part of our first evidence-gathering session indicated (as was discussed earlier) that the Council does not currently routinely inspect developments once they are completed. Instead, the Council responds “in a reactive way” to complaints from the public and takes enforcement action where necessary to rectify problems. This has happened in a number of cases and responsibility for taking remedial action rests with the developer or the occupants of the land. In sum, therefore, SUDS are seen as a responsibility for developers and occupants to manage proactively rather than for the Council to do so via its role as the local planning authority.

One Council officer noted that this is a very different regime from the approach to highways, which are subsequently adopted by the Council and are therefore “inspected to death”. This difference in approach is partly a question of resources – in the words of one participant, “we do not have the resource or means...at the moment”; and partly due to a perception that this kind of work “is not part of our remit”.

Several participants in this session highlighted the adverse drainage impacts of small-scale changes in property use such as paving over driveways or building conservatories. Some of these activities fall under the scope of ‘permitted development’, others require consent.

**Recommendation 25**

**That the Council incorporates sustainable urban drainage messages and policies into its broader community engagement, such as the benefits of permeable driveways, along the lines of the Ten Point Plan produced by Friends of Bradford’s Becks.**

## 4) Concluding Remarks

The process of providing support and guidance to those affected by floods across the District, by Bradford Council and its partners, is complex and requires a multi-faceted approach. It is therefore imperative that an effective approach to water management across the District is adopted by Bradford Council and its partners.

This Committee has sought to take a balanced approach in its deliberations relating to this Scrutiny review and aimed to ensure that this report encompasses the views and concerns of all interested parties.

The Scrutiny review report identifies a number of recommendations. If implemented, these will further improve the approach to water management across the District.

Bradford Council's Environment and Waste Management Overview and Scrutiny Committee, will monitor future progress against these scrutiny review recommendations.

### **Recommendation 26**

**That Bradford Council's Environment and Waste Management Overview and Scrutiny Committee receives a report back before the end of April 2018 which monitors progress against all the recommendations contained within this scrutiny review.**

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5) Summary of Scrutiny Review Recommendations

Recommendation 1 (mirrors Recommendation 16)

That the Council liaises closely with partner city region authorities to finalise supplementary planning guidance as soon as possible, and that officers quickly finalise a date by when these documents will be published.

Recommendation 2

That the Council continues to review the development of its 'register of structures or features that affect flood risk'.

Recommendation 3

That the Council urgently reviews its default policy of non-inspection of the sustainable urban drainage features and flood risk aspects of completed developments, particularly in relation to larger projects and including SUDS already installed to date, in order to ensure that these developments are consistent with our LFRMS; and that the cost of doing so is borne as far as is practicable by the developer.

Recommendation 4

That the Council reviews its engagement with communities with a view to ensuring that they are actively involved in the creation and maintenance of SUDS and other flood risk management projects.

Recommendation 5

That the Council ensures that its flood risk management strategy continues to balance the needs of the Aire and Wharfe valley catchments.

Recommendation 6

That the Council reviews the potential for using funds from the Community Infrastructure Levy for flood alleviation measures.

Recommendation 7

That the Council liaises with other West Yorkshire local authorities to secure funding from the Department of Transport's National Productivity Investment Fund.

Recommendation 8

That the Council takes steps to ensure that the Environment Agency's new climate change allowances are applied in the preparation of the site allocations development plan to ensure that proper consideration is given to increased flood vulnerability linked to climate change and that identified sites are avoided where appropriate.

Recommendation 9

That the Council reviews the actions necessary for it to ensure that land required for current and future flood management is protected from development in order to mitigate the impacts of climate change.

Recommendation 10

That the Council reviews its record to date in enabling community engagement around the challenges of water management and flooding and explores the options for developing more resilient local networks in future years.

Recommendation 11

That the Council works closely with Yorkshire Water to identify key places where surface water drainage problems exist in order to ensure that its action-planning delivers early, tangible results for our community.

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Recommendation 16 (mirrors Recommendation 1)

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That the Council incorporates sustainable urban drainage messages and policies into its broader community engagement, such as the benefits of permeable driveways, along the lines of the Ten Point Plan produced by Friends of Bradford's Becks.

Recommendation 26

That Bradford Council's Environment and Waste Management Overview and Scrutiny Committee receives a report back before the end of April 2018 which monitors progress against all the recommendations contained within this scrutiny review.

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**City of Bradford Metropolitan District Council  
Environment and Waste Management Overview and Scrutiny  
Committee**

**Water Management Scrutiny Review**

**Terms of Reference**

See Part 3E paragraphs 2.1 to 2.11 of the Constitution of the Council.

**Background**

At its meeting on Tuesday 19 January 2016, Council agreed that the Corporate Overview and Scrutiny Committee undertake an in-depth scrutiny review, into the effectiveness of Bradford Council and its Partners in dealing with the floods across the District in December 2015.

It was also agreed that the Corporate Overview and Scrutiny Committee would receive the final review report, prior to its submission to full Council.

Following discussions with Councillors and Officers, it was also agreed that water management across the District should be looked at and it was agreed that the Environment and Waste Management Overview and Scrutiny Committee should undertake this scrutiny review.

The winter 2015 floods affected several areas and communities across the District.

A review to consider the future of water management and associated problems of flooding in the Bradford District was undertaken in 2004-2005 and this review will also consider the progress made against the recommendations in that review.

**Key Lines of Enquiry**

The key lines of enquiry for this scrutiny review are to:

- Examine the policies that impact on either the mitigation of flood risk or contribute to that risk;
- Identify potential sources of funding and other resources that could assist in reducing the risk and impact of flooding;
- Develop an action plan to reduce the risk and impact of flooding and use in response to any future incidents;
- Consider future climate change assumptions and their impact on the frequency and severity of flooding incidents;
- Consider measures which could be taken to reduce the rate of water runoff into the river system;
- Consider the effect of increased flooding risk on proposed development and the effect of proposed and possible future development on run off and flooding risk.

## Methodology

The committee will receive and consider a variety of evidence/information provided by a range of interested parties. The Committee may adopt one or more of the following methods to collect evidence/information:

- review relevant documents;
- review relevant data;
- review written submissions from, or meetings with, interested parties;
- undertake relevant visits.

## Indicative list of interested parties

An indicative list of interested parties is provided below. This is not definitive or exclusive and can be developed as the scrutiny progresses.

| Organisation / Department                   | Contact                                                                                               |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Bradford Council Executive Portfolio Holder | Cllr Alex Ross-Shaw                                                                                   |
| Bradford Council Officers                   | Emergency Management, Drainage, Highways, Highways Asset Management and Countryside and Rights of Way |
| Aire Rivers Trust                           | Geoff Roberts                                                                                         |
| The Environment Agency                      | Nicola Hoggart                                                                                        |
| Other Local Authorities                     | Craven, Leeds, Calderdale, Pickering                                                                  |
| Airedale Inland Drainage Board              |                                                                                                       |
| Yorkshire Water                             |                                                                                                       |
| West Yorkshire Combined Authority           |                                                                                                       |

## Indicative Timetable

| Date                    | Milestone                                                                                                                                       |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Tuesday 5 April 2016    | DRAFT Terms of Reference to be presented to the Environment and Waste Management Overview and Scrutiny Committee – for discussion and approval. |
| Tuesday 24 January 2017 | Information gathering session.                                                                                                                  |
| Tuesday 7 February 2017 | Information gathering session.                                                                                                                  |
| TBC                     | Final review findings and recommendations.                                                                                                      |

## EWMO SC Water Management Scrutiny Review.

### Executive summary from the 'Review to Consider the Future of Water Management and the Associated Problems of Flooding in Bradford District', Ashley et al, published in 2005.

## Executive summary

An Inquiry into Water Management and Flooding in the Bradford District was commissioned by Bradford Council in 2003.

The review process and its final report examined issues in relation to the development and implementation of future water management policy to reduce risk of floods, mitigate their effects and provide a coordinated emergency response within the context of an integrated approach to water management as a whole.

Key areas covered in the report include:

- Flood risk – nature and scale**
- Development and Regeneration**
- Mechanisms for reducing and managing flood risk**
- Mitigating flooding**
- Critical appraisal of current approaches and performance**
- Effective water management and control of flooding**

### Key recommendations

The report makes a series of recommendations that affect a range of key organisations and communities across the Bradford District. The primary recommendations are:

1. CBMDC should develop a clear future vision and assume an appropriate leadership role in management of the whole water cycle in the district in conjunction with the other major stakeholders, as part of the district's community strategy.
2. A more integrated and coordinated approach is required both within the Council and across the water and flood management stakeholder groups; this includes the way priorities are set across the region.
3. There is a need to work with individuals and communities to help them understand the issues; individual as well as collective and agency responsibilities, and thereby engender an awareness of ownership of responsibilities for dealing with risks and mitigation.
4. There should be better planned maintenance of existing drainage systems by all responsible stakeholders, with targeted Key Performance Indicators for statutory functions.
5. Better coordinated, inter-linked, emergency plans should be devised in anticipation of the whole range of possible problems that may occur due to flood risk across the district, linked to the implementation of the new civil contingencies responsibilities at a local level.

6. Investment is required in increasing knowledge about the likely future changes in flood risk, such as due to climate change, that may increase future flood risk in the district.

7. On-going dialogue is required with financial and insurance industries to ensure that appropriate and flexible investment and support services are maintained within the district.

8. Investors, promoters and developers should be encouraged to maximise the opportunities afforded throughout the whole water cycle.

9. Regional agencies should develop a more holistic approach to whole water cycle management, to both better manage problems and to maximise the positive opportunities.

10. A greater understanding of the need, and commitment to, adequate resourcing across the range of water related services is required in the district.

The Report also sets out a series of proposed actions for the Council, key service providers and other stakeholders. It recommends that a Water Management Liaison and Advisory Group, including representatives from all the key stakeholders is set up to implement the findings of this inquiry. The group should have an appropriate district wide ownership, remit and 'buy-in' by Bradford Council and the community.

The Report will be forwarded to the key organisations involved for their active consideration during 2005.

**EWMOSC Water Management Scrutiny Review.**




**Officer presentation summarising progress to date in implementing the recommendations of the 2005 review.**

**EWMOSC meeting held at City Hall, Bradford, 26 July 2016.**

**Bradford District Flood Risk Management**


**Setting the Scene**

**Water Management Scrutiny Review**



**History**

- The flooding of 2015 was the first major flood event in terms of property flooding in Bradford District since 2000.
- In 2000 Bradford was the second most affected area in the UK.
- Impact principally from River Aire catchment and affected over 400 properties District wide; 200+ in Stockbridge, Keighley.
- Historically River Wharfe catchment results in most out of bank events and affects Ilkley and Addingham.



## History continued

- Localised flooding in 2003-2005 predominantly affected Keighley (Stocksbridge) and Haworth (Bridgehouse Beck/Mill Hey) areas.
- Major UK floods of 2007 and 2012 did not impact heavily on Bradford District.
- Due to the time frame of major events, impacts of flooding with both elected members and the public had reduced in their significance.

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### Executive summary

An Inquiry into Water Management and Flooding in the Bradford District was commissioned by Bradford Council in 2003.

The review process and its final report examined issues in relation to the development and implementation of future water management policy to reduce risk of floods, mitigate their effects and provide a coordinated emergency response within the context of an integrated approach to water management as a whole.

Key areas covered in the report include:

**Flood risk – nature and scale**  
**Development and Regeneration**  
**Mechanisms for reducing and managing flood risk**  
**Mitigating flooding**  
**Critical appraisal of current approaches and performance**  
**Effective water management and control of flooding**

#### Key recommendations

The report makes a series of recommendations that affect a range of key organisations and communities across the Bradford District. The primary recommendations are:

1. CBMDC should develop a clear future vision and assume an appropriate leadership role in management of the whole water cycle in the district in conjunction with the other major stakeholders, as part of the district's community strategy.
2. A more integrated and coordinated approach is required both within the Council and across the water and flood management stakeholder groups; this includes the way priorities are set across the region.
3. There is a need to work with individuals and communities to help them understand the issues; individual as well as collective and agency responsibilities, and thereby engender an awareness of ownership of responsibilities for dealing with risk and mitigation.
4. There should be better planned maintenance of existing drainage systems by all responsible stakeholders, with targeted Key Performance Indicators for statutory functions.
5. Better coordinated, inter-linked, emergency plans should be devised in anticipation of the whole range of possible problems that may occur due to flood risk across the district, linked to the implementation of the new civil contingencies responsibilities at a local level.

6. Investment is required in increasing knowledge about the likely future changes in flood risk, such as due to climate change, that may increase future flood risk in the district.

7. On-going dialogue is required with financial and insurance industries to ensure that appropriate and flexible investment and support services are maintained within the district.

8. Investors, promoters and developers should be encouraged to maximise the opportunities afforded throughout the whole water cycle.

9. Regional agencies should develop a more holistic approach to whole water cycle management, to both better manage problems and to maximise the positive opportunities.

10. A greater understanding of the need, and commitment to, adequate resourcing across the range of water related services is required in the district.

The Report also sets out a series of proposed actions for the Council, key service providers and other stakeholders. It recommends that a Water Management Liaison and Advisory Group, including representatives from all the key stakeholders is set up to implement the findings of this Inquiry. The group should have an appropriate district wide ownership, remit and buy-in by Bradford Council and the community.

The Report will be forwarded to the key organisations involved for their active consideration during 2005.

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### Work since 2000

- Review to Consider the Future of Water Management and the Associated Problems of Flooding in the Bradford District commissioned 2003 (published 2005).
- Set out ten primary recommendations.
- Response to these numbered points follows.

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## Work since 2000

1. Bradford Water Management Advisory Group established to inform Local Authorities and other key stakeholders.
  - European projects Urban Water Cycle (UWC) and No Rainwater In Sewers (NoRIS) arose from this.
2. Bradford and University of Sheffield establish the Yorkshire & Humber Learning and Action Alliance.
  - Knowledge sharing & regulatory issues.
3. Work undertaken by Bingley Voluntary Action group through Glen Miller.
4. Partially implemented in respect of some Highway grills, CBMDC Reservoirs, Odsal tip and Bradford Beck inlet works.
  - Due to budget constraints the focus is on reactionary activity to maintenance.
5. The Emergency Planning section has plans in place for all conceivable emergencies.

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## Work since 2000 continued

6. A number of UK and European Projects have been undertaken to increase knowledge and develop best practice.
  - Defra incorporated urban Drainage Pilot – River Aire Studies, Flood Risk Research Consortium 1 & 2 and **Adaptable urban drainage** addressing change in intensity, occurrence and **uncertainty** of stormwater (AUDACIOUS).
  - UWC, NORIS, Flood Resilience City (FRC), Skills Integration and New Technologies (SKINT).
7. Ongoing dialogue at national level – FloodRe launched in April 2016.
8. Normal work practice encourages implementation of Sustainable Urban Drainage systems. Recommendation undertaken as far as possible given no statutory support at that time.
9. Recommendation on historic approach undertaken as far as possible given no statutory support at this time.
10. Adequate resource needs identified and implemented as far as budget constraints permit.

## Where are we now?

- Lead Local Flood Authorities (LLFA).
  - Came out of 2009 Flood Risk Regulations (FRR) which brought into UK law the EU Floods Directive (2007).
  - Shift in Water Management and responsibilities. Environment Agency (EA) kept control of main rivers but have less of an operational role and more of a strategic overview of Flood and Coastal Erosion Risk Management.
  - LA's have more responsibilities.
  - Flood & Water Management Act 2010 (FWMA).
  - Not all sections of the FWMA have yet been implemented.

## Where are we now?

- Asset database developed.
- System for managing ongoing land drainage investigations (3-400 per annum).
- Draft Local Flood Risk Management Strategy.
- Ongoing liaison with other Risk Management Authorities (RMA's) in Leeds City Region.
- Involved with DEFRA in guiding legislation. SUDs Approval Body.
- Two EU applications being considered for approval.
  - BEGIN – Blue Green Infrastructure through Social Innovation and SCORE – Smart Cities and Open Data Re-use.
- Fifteen locations across Bradford District being assessed as a desk top study as part of the EA's Medium Term Plan (MTP).

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## Where are we now?

- Actively engaging with developers regarding SUDs schemes at a pre-application stage.
- Manage Land Drainage Consents for works to Ordinary Watercourses.
- Maintenance of highway grills driven primarily by advance weather forecasts.
- Part of the West Yorkshire Flood Risk Partnership.
- Flood Risk Modelling of Bradford Beck.
- Mapping of flood risk from all sources in Bradford District. Data sharing between CBMDC, EA and Yorkshire Water (YW).

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**EWMOSC Water Management Scrutiny Review.**

**Extract from the printed minutes of the EWMOSC meeting held at City Hall, Bradford, 26 July 2016 (pages 12-14), at which the committee reviewed progress to date in implementing the recommendations of the 2005 review.**

**15. SCRUTINY REVIEW INTO WATER MANAGEMENT ACROSS THE BRADFORD DISTRICT**

Previous reference: Minute 73 (2015/16)

Members were reminded that since the severe widespread property flooding from the River Aire in 2000 and more localised events in 2003, 2004 and 2005 there had been negligible property flooding until Boxing Day 2015.

Following a referral from the Corporate Overview and Scrutiny on 8 March 2016 it had been agreed that a review into water management across the Bradford district would be incorporated into this committee's work programme. The Strategic Director, Regeneration, presented a report, (**Document "F"**) which revealed how water management had progressed and to set the scene for the scrutiny review.

A detailed PowerPoint presentation was provided. It was explained that the presentation was not designed to address the events on Boxing Day 2015 but was to provide an overall view of water management.

The presentation included details of:-

- Flooding in the district since 2000.
- A Review to Consider the Future of Water Management and the Associated Problems of Flooding in the Bradford District commissioned in 2003 (published in 2005).
- The ten primary recommendations arising from that review and the response and issues faced.
- A number of UK and European projects which had been undertaken to increase knowledge and develop best practice.
- An account of the current situation including the creation of the Lead Local Flood Authorities (LLFA).
- A shift in water management responsibilities with local authorities being given more responsibilities following the Flood and Water Management Act 2010.
- On going dialogue at national level – Flood Re launched in April 2016.
- The development of an asset database.
- The Draft Local Flood Risk Management Strategy currently being consulted upon and proposed to be finalised in September 2016.

- Active engagement with building developers regarding sustainable drainage schemes (SUDs) at pre-application state.
- Flood Risk Modelling of Bradford Beck.
- Mapping of flood risk from all sources in the Bradford district and data sharing with the Environment Agency and Yorkshire Water.

Members questioned if there were any implications on European legislation affecting water management following the Brexit vote and were advised that the latest information was that the North Sea Secretariat were carrying out their programme as before. Academic sources had confirmed that 30/40% of projects submitted did not want UK partners.

The role of the West Yorkshire Combined Authority in flood and water management was raised and assurances provided that a number of combined issues were conducted across the district and would also guide future management. The Leeds City Region Review Group had met regularly since Boxing Day 2015.

The geography of the area and the practice of concreting gardens, resulting in them retaining, was discussed and the ability to prevent that risk was questioned. In response it was reported that legislation was in place regarding front gardens only. In respect of Sustainable Development Members were informed that Section 3 of the Flood and Water Management Act (risk management) had not been implemented and the proposed National Standards had been withdrawn, being replaced by a reduced number of Non Statutory Guidance Notes thereby reducing the powers of the Local Planning Authority and leaving developers with uncertainty.

The extent to which voluntary/community activity could be deployed in times of flood and the lessons learnt following the events on 26 December were raised. Members were advised that engagement had been made with a number of community groups. Activities were being undertaken to consider the development of Emergency Plans to be held by community groups and supported by the Local Authority. It was felt that community groups would be in the best position to understand the risks and required response in their own areas.

The potential reformation of the Bradford Water Management Advisory Group, established to inform Local Authorities and other key stakeholders, which had been disbanded due to cuts in resources, was questioned. It was explained that the original composition had included Council officers and external bodies. Careful consideration would be given to ensure sufficient external bodies were included. It was suggested that the Environment Agency be included.

The uncertainty around the European Union (EU) was discussed, however, despite that uncertainty it was felt that there was the potential for grant aid for locations affected by water management issues.

The construction of an overflow tunnel in the 1980's which diverted water away from the city centre and prevented major flooding during the 2007 was discussed. In response to questions it was explained that the tunnel cost £14.5million with the Council receiving contributions from the EU, Yorkshire Water and the Environment Agency. The tunnel had taken two to three years to construct.

The ability for Emergency Plans to cover all eventualities was questioned. In response it was explained that the plans had been written in 2003 and responsibilities had changed since that time. More clarity was now needed on the involvement of different departments and organisations.

A Member raised concern about the reliance on 'local' Emergency Plans and whilst

acknowledging that residents were well meaning he was concerned that population changes could result in those plans being abandoned. In response he was assured that the plans would be held by Town or Parish Councils. The plans would be reviewed annually and contacts updated. In areas without the benefit of local councils other groups would be involved and reviewed annually.

A Member's experience of the emergency response in December 2015 was that Council officers were in place but not easily identified because of a lack of uniform or high visibility clothing. Incidents of road closures and traffic chaos were raised and it was acknowledged that those issues would be the subject of the review being undertaken by the Corporate Overview and Scrutiny Committee.

In response to discussions about future developments in the area it was explained that a key document in the Local Plan was the Core Strategy. The Strategy set out growth and distribution of future housing and individual flood risk areas would be identified in that document.

Members requested assurances that the outcomes of the review they were commencing would be implemented and it was agreed that it would be for the committee to ensure the outcomes were monitored. It was suggested that the outcomes include the consequences which would result if no action was taken.

The reduction in resources and the impact on those reductions was recognised. The work of local groups was acknowledged and officers were thanked for the production of an informative and helpful presentation.

**No resolution was passed in respect of this item.**

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EWMOSC Water Management Scrutiny Review - Participants.

First evidence-gathering session, City Hall, Bradford, 24 January 2017

- James Brass (Bradford Council)
- Kirsty Breaks (Bradford Council)
- Mustansir Butt (Bradford Council)
- Chris Eaton (Bradford Council)
- Rosa Foster (Environment Agency)
- Nicola Hoggart (Member, EWMOSC, Environment Agency)
- Julian Jackson (Bradford Council)
- Barney Lerner (Friends of Bradford's Becks)
- Graham Lindsey (Environment Agency)
- Cllr Martin Love (Deputy Chair, EWMOSC)
- Edward Norfolk (Bradford Council)
- Tony Poole (Bradford Council)
- Cllr Naveed Riaz (Member, EWMOSC)
- Geoff Roberts (Aire Rivers Trust)
- Cllr Martin Smith (Ilkley ward councillor)
- Cllr Brendan Stubbs (Member, EWMOSC)
- Cllr Kevin Warnes (Chair, EWMOSC)
- Cllr Rosie Watson (Member, EWMOSC)

Second evidence-gathering session, City Hall, Bradford, 7 February 2017

- Cllr Aneela Ahmed (Member, EWMOSC)
- Steve Barnbrook (Calderdale Council)
- Kirsty Breaks (Bradford Council)
- Mustansir Butt (Bradford Council)
- Gary Collins (Yorkshire Water)
- Rosa Foster (Environment Agency)
- Cllr Mike Gibbons (Member, EWMOSC)
- Nicola Hoggart (Cop-opted Member, EWMOSC, and Environment Agency)
- Cllr Hawarun Hussain (Shipley ward councillor)
- Julian Jackson (Bradford Council)
- Barney Lerner (Friends of Bradford's Becks)
- Graham Lindsey (Environment Agency)
- Cllr Martin Love (Deputy Chair, EWMOSC)
- Edward Norfolk (Bradford Council)
- Tony Poole (Bradford Council)
- Geoff Roberts (Aire Rivers Trust)
- Steve Rose (JBA Consulting)
- Cllr Brendan Stubbs (Member, EWMOSC)
- Cllr Kevin Warnes (Chair, EWMOSC)
- Jon Whitmore (JBA Consulting)

Also: Maria Dara, Danny Jackson (Bradford Council)

**List of briefing reports provided for the EWMOSC
in connection with the water management
evidence-gathering sessions held on 24 January
2017 and 7 February 2017**

- *Briefing paper*, Bradford Council, 24 January session.
- *Briefing paper*, Aire Rivers Trust, 7 February session.
- *Briefing paper*, Bradford Council, 7 February session.
- *Briefing paper*, Environment Agency, 7 February session.
- *Ten Point Plan*, Friends of Bradford's Becks, 7 February session.
- *Briefing paper*, Natural Flood Management, JBA Consulting, 7 February session.
- *The Upper Aire Catchment Network*, briefing paper, Environment Agency, March 2017.

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## **List of background documents**

- *Newcastle Declaration on Blue and Green Infrastructure*, issued in February 2016 and signed by Newcastle City Council and five partner organisations.
- Report from the Director of Regeneration, *Water Management Scrutiny Review Scene Setting*, Environment and Waste Management Overview and Scrutiny Committee, Bradford Council, 26 July 2016.
- Minutes of the meeting of the Environment and Waste Management Overview and Scrutiny Committee, Bradford Council, 26 July 2016.
- *Flooding Scrutiny Review*, Corporate Overview and Scrutiny Committee, Bradford Council, September 2016.
- *Local Flood Risk Management Strategy*, Bradford Council, November 2016.
- *Leeds City Region Flood Review Report*, December 2016.
- *UK Climate Change Risk Assessment 2017*, Committee on Climate Change.

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Report of the Director of Human Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 26 October 2017

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Subject:

Managing Attendance

Summary Statement:

This is an update report with regards to managing attendance as requested in the Committee Resolution of 5 April 2017.

The report provides information on sickness absence in the Departments of Children's Services, Health and Wellbeing and Place.

Suzanne Dunkley
HR Director

Portfolio:

Leader

Report Contact:

Michelle Moverley, Head of Human Resources

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Overview & Scrutiny Area:

Corporate



1. SUMMARY

- 1.1. This is an update report with regards to managing attendance as requested in the Committee Resolution of 5 April 2017.
- 1.2. The report provides information on sickness absence in the Departments of Children's Services, Health and Wellbeing and Place.

2. BACKGROUND

- 2.1. A report on Managing Attendance was considered by Overview and Scrutiny Committee on 5 April 2017. The Committee resolved that a further report be brought focussing on areas where sickness levels were particularly high such as Children's Services, Health and Wellbeing and Environment and Sport.
- 2.2. As a result of Council restructuring, the functions of Environment and Sport have been incorporated into the Department of Place. For the purposes of this report, sickness absences for these functions have been considered separate to the overall absence in the Department of Place.

3. CHILDREN'S SERVICES

- 3.1 Children's Services acknowledge that there is a high rate of sickness absence within the Department and have been working with HR colleagues to support managers to address this. During the last year the following actions have been taken to address sickness levels within the department.
 - Two sessions have taken place looking at sickness at the cross departmental 3rd tier and above managers meetings. These sessions focus on data which includes specific links to sickness, the equivalence in staffing numbers and discussion about strategies. Managers were required to review their own teams sickness levels and use supervision to ensure that correct procedures were being actioned in relation to challenge and support
 - An agreement has been made with HR that all 4th tier managers would receive a specific list of the sickness rates with their teams to enable them to challenge individual managers.
 - A focus on the top 20 long term sick cases has resulted in the discharge of a number of cases.
- 3.2 We have a number of examples of where proactive work with individuals has resulted in long sickness absences being concluded. In one case, an individual returned from long term sick due to "keep in touch/pastoral visits" and discussions with their line manager which helped the individual return to work more quickly through the support offered, including an agreed plan to phase them back in gradually including a temporary change in duties. In another team this approach resulted in the return of two staff one coming up to a full year without a day off, and another who has gone six months without sickness absence. Stress is a major reason for sickness absence but there are many instances where appropriate management action has resulted in staff

returning to work. As an example, one member of staff was off for 4 weeks with work related stress but following advice from HRplus and Employee Health and Wellbeing the manager and member of staff put in place a stress management action plan. After implementing a phased return to work, the employee is now successfully back at work. A number of staff members have been on formal monitoring with final improvement notices issued.

3.3 Children's Services are working with colleagues from the Office of the Chief Executive to simplify sickness reporting to both:

- Ensure that line managers remain aware of sickness and take appropriate action at the appropriate times to promote return to work.
- Analyse the causes of reported sickness at service, team and individual level to inform strategies which will promote "wellness" across the service.

3.4 While still in development, the use of "Power BI" software has enabled Children's Services to identify that, at service level, "stress" is the most commonly reported reason for sickness absence (With home based, or 'personal' stress being slightly more significant than work based stress.). Sickness has been tabled at the Employee Wellbeing meeting relating to high sickness rates and a discussion about wellbeing at work. This resulted in notes going to all staff about sessions being run on emotional wellbeing by public health in City Hall, and discussion about improvements to the working environment to improve wellbeing. Children's have supported Public Health to run weight reduction sessions within Margaret McMillan Tower, and a lunchtime walking group has been established

3.5 While it is difficult to impact directly on personal / home based issues we can aim to reduce the impact of workplace stress by ensuring that:

- We engage and communicate with staff so they understand the changing demands which are placed upon the service.
- We embrace and actively model the Bradford Behaviours Framework.
- Staff workloads are monitored and are equitable in relation to level of skill / experience of individual workers.
- Staff members receive regular supervision which not only addresses performance, but is supportive, promoting both emotional well being and continuous professional development.

3.6 For the first quarter of 2016 (April, May and June), an average of 3.26 days were lost through sickness for each full time equivalent employee. In 2017 this fell to 2.89 days.

4. HEALTH AND WELLBEING

4.1 The Department has continued to be focused on improving the level of absence from work as a result of ill health. Compliance with the council's sickness absence procedures is discussed as a standard agenda item at team meetings. This is further underpinned in one to one supervisions and appraisals.

Any deterioration in attendance levels or levels of absence that reach corporate review points are discussed with individuals and enter into an appropriate process.

All managers maintain regular contact with the employee during their absence and make a referral through to Employee Health and Wellbeing.

Open discussions are had throughout the period of absence exploring ways of facilitating an earlier return to work through alternative/amended duties, phased return, reasonable adjustments and self care. There have been a number of positive examples where this has accelerated staff to return to work. There has been good feedback from individuals stating they felt supported by the process.

Managers have access to their team's attendance and will advise of any pattern in absenteeism and address this with individuals. Proactive referrals to Employee Health & Wellbeing are made particularly for physiotherapy and counselling services.

In the department, members of the senior team hold regular meetings to monitor compliance and discuss particular trends and analysis of the data produced. Refresher sessions for managers managing absence have been arranged for Autumn and Winter this year.

- 4.2 For the first quarter of 2016 (April, May and June), an average of 3.88 days were lost through sickness for each full time equivalent employee of the Department of Health and Wellbeing. In 2017 this fell to 3.27 days. Public Health and Environmental Health have seen a 67.7% reduction in the number of working days lost when comparing 2016 absence to 2017, and a 34.3% reduction in the reported absences across the teams. Long term absence has reduced from 592 days to 124 days in 2017. There has also been an improvement in short term absences 154.94 working days lost in 2016 compared to 120 days lost in 2017. Across all teams in the Department, the numbers of days lost has reduced from 2016 to 2017.

The top five reasons for absence are:

- Fracture/Sprain/Musc 17.83%
- Depression/Anxiety 12.15%
- Stress – non work related 11.77%
- Back problems 7.12%
- Stress – work related 7.08%

5. ENVIRONMENT AND SPORT

- 5.1 **Monitoring of sickness** – managing attendance continues to be discussed at the Departmental Management Team (DMT) meetings on at least a quarterly basis. Absenteeism and support for managers to help them to keep staff in work and to assist staff to return to work as soon as possible following a period of absence is also a key part of monthly Senior Management Team agendas in the 5 service areas. A new template has been developed since the merger of the 2 Departments and this includes information split into service areas showing the following:

- comparisons with sickness in the previous year,
- breakdown of sickness by team in each service,
- top 5 reasons for sickness and short- and long-term absence by service and team.

This information is used to identify trends and determine priorities and action to be taken.

- 5.2 **Focus groups** – as fifth tier managers are responsible for most of the employees in the Department, it was agreed to use focus groups as a way of skilling up managers to improve attendance. Managers from teams in all service areas are represented at the meetings. The first meeting took place in May 2017 and following a presentation on the support available to employees, we used short- and long-term case studies to allow managers to discuss issues, provide information and to share good practice. There were specific discussions about having the difficult conversations with staff to encourage employees to return to work in a timely manner, ensuring that the appropriate support is in place.
- 5.3 **Self-management strategies** – there was an emphasis on approaches to encourage employees to take responsibility for their health and wellbeing at the second focus group meeting in June 2017. Our contracted physio therapy service presented information about absenteeism and early intervention strategies to encourage staff to remain at work and to facilitate an early return to work through regular contact and support. In response to requests from managers, representatives from Sano agreed to deliver sessions to at risk groups. Physiotherapists will be running sessions for desk-based staff who work at the Contact Centre and staff who work at the Recycling Plant. The HR Business Partner also responded to queries from the first focus group.
- 5.4 **‘Stress buster’ sessions**, delivered by Bradford Care Trust – the 45 minutes workshop on managing stress will be delivered to the next focus group meeting in October 2017 to encourage the managers who attend to promote this to their staff and other managers. ‘Stress non work-related’ and ‘depression/anxiety’ are in the top 5 reasons for sickness in the Department and it is hoped that such sessions, along with other measures relevant to the individual employee’s needs, will help to reduce this.
- 5.5 **Good practice** – there will be an emphasis on identifying and sharing examples of good practice in terms of managing attendance at future meetings of the focus group, from within and outside of the authority.
- 5.6 **Long-term sickness** – this continues to account for over two thirds of the sickness in the Department. Managers are encouraged to be proactive in identifying opportunities for alternative duties for employees who are unable to undertake their substantive role owing to an injury/sickness providing training where appropriate. There are numerous examples of this in the Department including Council Wardens and other staff who have worked in the Contact Centre. Recent capability case conferences supported by the Employee Health and Wellbeing Manager, the HR Business Partner and officers from Redeployment have been effective in dealing with complex cases.
- 5.7 **Outcomes** – a good example of a positive outcome is in the Waste Collection Service. The Management Team has weekly meetings to discuss every case of sickness and to ensure that all possible action is being taken. They have started undertaking the initial welfare visits at an earlier stage and have noticed that this has accelerated the employee’s return to work. Temporary alternative duties are used extensively in this area to facilitate a quicker return to work, including office duties, and additional training is offered to enable staff to undertake other roles until they are fit enough to return to their substantive roles. This Team has an ageing workforce with over 60% of employees over the age of 50. This impacts on sickness as the role is physically demanding. However, by implementing the actions above, the team have experienced a decrease in the amount of musculo-skeletal related sickness absence.

5.8 Comparative data is not available for this area as the previous Department of Environment and Sport was merged with other areas of the Council to form the Department of Place.

6. CORPORATE ACTIONS

6.1 Since the Corporate Overview and Scrutiny Committee in April, CMT continues to focus upon sickness absence to ensure it is managed appropriately in order to protect front line services and jobs at a time of reducing budgets.

6.2 A new manager of the Employee Health & Wellbeing Service has now been appointed. She is currently identifying priority areas for additional interventions to further assist in the reduction of sickness absence.

6.3 The HRplus service advises managers on the management of sickness absence. The service provides advice and support, progress chases cases and ensures consistency of application of procedures across all Departments. Managers are required to take action as early as possible to resolve an employee's ill health and absence issues and to helping the employee achieve an early and sustained return to work. As soon as an employee reaches a "trigger point" due to their sickness absence they are sent an email to alert them and to remind them to seek advice and support from HRplus. HRplus will advise and coach managers on the most effective way to manage to absence. Should an employee remain absent through sickness for 26 weeks, a further review is carried out which can result in the employee being referred to a capability hearing unless they are due to return to work.

6.4 The HR Service provides support to Council managers on managing sickness absence and measuring performance. HR Business Partners collate management information which they present and discuss at Departmental Management Teams. This includes information about staff who are off for prolonged periods, advising on the correct processes to be following and identifying particular areas where sickness levels are high and action needs to be taken. The HRplus service and the internal HR Service have an excellent working relationship and work closely together to provide advice and assistance to the organisation in managing attendance.

6.5 A Wellbeing Strategy has been drafted with a focus on mental health. As a result, a mental health initiative is soon to be launched aimed at helping our managers spot and deal with the early signs of distress, increasing the likelihood that they may be able to prevent a condition from becoming acute and therefore reduce long term absence. The initiative will include the creation of a dedicated Mental Health online site as part of our HRplus service and a series of Mental Health workshops targeted initially at the service areas with the highest level of mental health absence. A Mental Health e-learning course has also been developed to help managers deal effectively with staff who are experiencing mental ill health.

7. FINANCIAL & RESOURCE APPRAISAL

The Council continues to address the cost of sickness absence by the management of this agenda.

The cost of sickness absence is twofold in terms of both human and financial factors. The human cost is the impact of absence on other colleagues in terms of covering additional workloads.

The financial impact is clearly the cost of the absence and the fact that work does not get undertaken or it incurs additional expenditure within some departments due to the nature of the service and the need for absences to be covered to ensure that frontline services can be delivered to the citizens of Bradford.

It is difficult to determine the additional costs the Council incurs to cover for sickness absence as such activity is combined with other service coverage issues such as annual leave or workload pressures. Departments can cover absence in a number of ways such as reprioritising work, cover with existing staff or identifying additional staffing resources.

A number of services cover long term sickness absence through the use of casual staff and overtime. These Departments are predominantly Children's Services, Health and Wellbeing and Place.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 8.1 Departments continue to manage sickness absence through their DMTs and management structures.
- 8.2 Attendance management forms part of the Councils overall performance framework and is monitored through CMT.

9. LEGAL APPRAISAL

None

10. OTHER IMPLICATIONS

None

10.1 EQUALITY & DIVERSITY

None

10.2 SUSTAINABILITY IMPLICATIONS

None

10.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

10.4 COMMUNITY SAFETY IMPLICATIONS

None

10.5 **HUMAN RIGHTS ACT**

None

10.6 **TRADE UNION**

The Trade Unions are an integral part of the Attendance procedures in supporting employees as appropriate.

10.7 **WARD IMPLICATIONS**

None

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

None

11. **NOT FOR PUBLICATION DOCUMENTS**

None

12. **RECOMMENDATIONS**

12.1 The Corporate Overview and Scrutiny Committee considers the report and challenges to both sustain and further improve performance.

12.2 That all Departments continue to prioritise sickness absence and maintain all efforts to further improve performance.

13. **APPENDICES**

None

14. **BACKGROUND DOCUMENTS**

- Corporate Overview and Scrutiny Report – 5 April 2017



Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 26th October 2017.

N

Subject:

Bradford Council's Workforce Development Strategy 2015 - 2021

Summary statement:

This report provides an update to Elected Members on the Council's Workforce Development Strategy 2015 - 2021.

Sue Dunkley
HR Director

Portfolio:

Corporate

Report Contact: Tina Lafferty – Head of Organisation and Workforce Development
Naomi Fernandez – Workforce Development Manager
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Overview & Scrutiny Area:

Corporate

1. SUMMARY

Bradford Council's workforce has been through a period of unprecedented change since 2010. The level and pace of change is expected to continue and by 2020, it is anticipated that Bradford will be a smaller Council, with fewer resources and a greater requirement to work with communities to enable the right outcomes with the people of the District.

The Council needs a workforce that understands the needs of the community it serves and is able to work with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.

Leaders and Managers will need to lead others through this change positively and there will also be a requirement for all staff to not only possess the 'technical' skills to fulfil their role but also to become more flexible and innovative and to develop new skills such as commercial and negotiating skills.

The Workforce Development Strategy sets out key activities that will enable us to develop a culture of high performance, with effective leadership, where services are delivered by motivated people and teams, who are passionate about delivering good quality services to the people of the District.

2. BACKGROUND

Last year the Committee was presented with an update on the Workforce Development Programme that was launched in 2015. We have made good progress on the actions set within the plan.

Key achievements 2016-17

Actions 2016-17	Achievement to date	Outcome
Wider district workforce and employment	Launch of the Apprenticeship Programme with the aim of creating up to 500 apprenticeship opportunities per year:	We will build a well trained and agile workforce that can deliver outstanding local services; we will be the employer of choice offering rich and rewarding careers; we will make best use of the districts young population to deliver inclusive economic growth.
New model of recruitment	<ul style="list-style-type: none"> Plan for recruiting new apprentices set - addressing our age profile Plan for up-skilling existing staff set Plan for developing accessible apprenticeship opportunities under development 	
#Team Bradford	Key partner in the development and delivery of district-wide events tasked with driving innovation and change across health and social care	Bringing together people that work across health and social care, spurring imagination and sparking innovation, to look at how we can work together more effectively and avoid duplication.
	Launch of the district-wide apprenticeship programme	We will establish a Team Bradford approach to delivering shared apprenticeship programmes and career progression opportunities.

Actions 2016-17	Achievement to date	Outcome
Service specific development	Identifying, delivering, commissioning and administering a learning and development programme for employees across the council, and to partner organisations across the district. Summary of course numbers and evaluation provided in Appendix 1	We continue to support services to achieve statutory obligations regarding access to training and development.
	Delivery of the Member Development programme Appendix 2	Members have access to a range of development opportunities that develop knowledge and skills in line with the District and Council priorities.
More collaboration, innovation and community awareness	Launch of the Innovation Hub	Supports cross-departmental working aimed at changing mind-set and behaviours. Creates a space to do things differently, generate ideas and find solutions.
	Launch of the corporate staff engagement plan	Connecting with frontline workers so that they are more engaged and aware of how their work contributes to the outcomes and behaviours in the Council Plan
Improved performance management/ developing a performance management culture	Launch of the refreshed Bradford Behaviours	Provides an essential element of the infrastructure for performance management.
	Working with HR Plus to set development session for managers focused on managing performance and behaviour	Develop managers knowledge on effectively managing teams; Lowering tolerance of poor performance, and allowing good behaviour and performance to thrive.
	Pilot of the new on-line performance management framework – aiming for go-live Apr18	Ability to track performance management and behaviour assessment link to the revised performance management guidance. Will provide clear information to address poor performance and behaviour. And will feed into 'Talent Management' once this is developed.
Change management and future capacity building	Launch of Evolve, our new learner management system	Employees now have access to a 21 st century digital learning platform with a fully automated course booking system, and excellent reporting functionality.

Actions 2016-17	Achievement to date	Outcome
Leadership and management development	Delivery of the second Future Leaders Programme, and a secondment programme established for Future Leaders.	Unlocking talent across the Council, focusing on future potential and behaviours. Cultivating a group of highly motivated people who are passionate about Bradford. Embedding a culture of leadership at all levels of the organisation.
	Launch of the leadership development programme	Equipping our managers with the knowledge and skills to get the basics right, lead staff through change well and positively position the District.
Equality and diversity	Workforce Development Equality Objectives set as detailed in 7.1	Increased representation across protected characteristics in development opportunities eg secondments; shadowing; mentoring Increased opportunities to connect with employees across all service areas, to involve them in setting plans and driving positive change Good representation of the protected characteristics across our apprenticeship programme.
Frontline worker and frontline manager development programme	Delivery of key skills training e.g. Customer Service, Protecting Information, Project Griffin.	Employees have the skills and confidence to delivery good quality services in ever changing times.
	Sign up to a joint learning agreement with the Unions	We have established a collaborative way of working with the Trade Unions that demonstrates a shared commitment to the ongoing development of our employees.

Moving forward 2017 – 2019

These continue to be challenging times for Local Authorities. We have seen a 28% (2,179 fte) reduction in our workforce since 2010, and this is set to increase further by 2020, in line with Council budget reductions. As demand for services increase, we must do things differently so that we can continue to deliver good outcomes for the people of the District. We must achieve higher productivity, even with a shrinking workforce; this requires a shift in organisational culture with a focus on high performing individuals and teams, where

good performance and behaviour can thrive.

The Peer Review told us that our staff are great, and that we need to focus on leadership development, so that we can manage our staff well through the change. They praised the work we have done to refresh the Bradford Behaviours, and told us that we need to make sure we make best use of the Apprenticeship Levy so that we are bringing new talent into the organisation.

As we move to the next phase of the Workforce Development Programme, we have reset the priorities. An outline of the Workforce Development Strategy 2015 – 2021 is included in [Appendix 3](#)

Key Workforce Development priorities for 2017 – 2019 include:

Priority 2017-19	Outcome
<p>1. Supporting and developing our managers so that they can manage their teams well, with a focus on: getting the basics right; managing change well; and positively positioning the District. We will:</p> <ul style="list-style-type: none"> ➤ Support and develop our managers to adopt a ‘coaching’ style of management that is based on quality of work and outcomes. ➤ Help people to develop their resilience so that they are healthy and happy at work. ➤ Provide support and space for innovation and enthusiasm to thrive 	<p>We will equip our managers with the knowledge and skills so that they can develop and nurture a culture of performance management where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.</p>
<p>2. Improve our ability to measure outcomes of the workforce development strategy through use of a culture survey, staff surveys and course evaluation.</p>	<p>Move from output to outcome based measures that reflect the impact of the workforce development strategy</p>
<p>3. Continue to provide a range of learning and development opportunities that enable employees at all levels of the organisation to develop their skills and knowledge.</p>	<p>Employees have the skills and confidence to delivery good quality services in ever changing times.</p>
<p>4. Embed a Team Bradford apprenticeship programme that will provide first class apprenticeship and career development opportunities. With an average age of 46.4 years across our workforce, it is imperative that we make best use of the Apprenticeship Levy to bring new talent and more young people into the organisation.</p>	<p>First class apprenticeship opportunities available across the district offering rich and rewarding careers, making best use of the districts young population to deliver inclusive economic growth.</p> <p>Up to 500 apprenticeship opportunities per year within the Council – targets for representation shown in 7.1.</p> <p>Increase in the number of Council employees under the age of 25 years (currently 3.3%)</p> <p>An established Team Bradford approach to providing shared apprenticeship</p>

Priority 2017-19	Outcome
	programmes and career progression opportunities.
<p>5. Implement a new on-line performance management framework that will focus on outcomes and behaviour.</p>	<p>Ability to track performance management and behaviour assessment link to the revised performance management guidance. Will provide clear information to address poor performance and behaviour. And will feed into 'Talent Management' once this is developed.</p> <p>Corporate KPI set - Ensure 90% of staff have received a performance review and have a development plan in place by 2020</p>
<p>6. Evaluate the Member Development programme to ensure that content and accessibility continues to meet need.</p> <p>Ensuring that we reflect the recommendations from the Peer Review in the Member Development programme.</p> <p>Increased Member/Officer development opportunities, and make better use of Evolve to support on-learning opportunities for Elected Members.</p>	<p>Members have access to a flexible range of development opportunities that develop knowledge and skills in line with the District and Council priorities.</p>
<p>7. Start to build our talent management and succession planning framework.</p>	<p>Employees will have access to a 21st century online talent management system that supports career progression and succession planning. Aiming for go-live in 2019</p>

3. OTHER CONSIDERATIONS

- No other considerations

4. FINANCIAL & RESOURCE APPRAISAL

- Costs met within existing staffing resource

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- No risk management and governance issues

6. LEGAL APPRAISAL

- No legal issues

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Workforce Development Programme - Equality objectives:

- Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up - Minimum 40% taken up by disabled/younger/BME etc by 2020.
- 850 staff per year involved in a range of networks. Networks to include: Staff focus groups, WFD road-shows, Lunchtime drop-ins, Frontline Worker Development sessions. With networks fully contributing to the equalities agenda
- Minimum of 12 Equality and Diversity 'activities' available to staff and Members per year this may include training courses, development sessions, access to on-line learning resources, up-dates/ comms via internal communications

Apprenticeship programme – Targets set for representation across the apprenticeship and traineeship offer:

- 10% - special educational needs and or disabled people
- 30% - BME
- 5% other vulnerable groups (carers, young offenders, young parents etc)
- 100% - children leaving care – offered access to traineeship or apprenticeship

7.2 SUSTAINABILITY IMPLICATIONS

- No sustainability implications

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

- No impact on greenhouse gas emissions

7.4 COMMUNITY SAFETY IMPLICATIONS

- No community safety implications

7.5 HUMAN RIGHTS ACT

- No Human Rights implications

7.6 TRADE UNION

- The Council and the Trade Unions have signed a joint learning agreement, outlining their commitment to work together to promote and support development opportunities for all employees.

7.7 WARD IMPLICATIONS

- No ward implications

8. NOT FOR PUBLICATION DOCUMENTS

- None

9. OPTIONS

- N/A

10. RECOMMENDATIONS

- Members to consider and comment on the content of the report

11. APPENDICES

- *Appendix 1: Workforce Development Service – summary of course numbers and evaluation 2015/16*
- *Appendix 2: Member Development Programme 2016-17*
- *Appendix 3: Outline Workforce Development Strategy 2015 – 2021*

12. BACKGROUND DOCUMENTS

- Corporate Overview and Scrutiny committee report August 2016 - Bradford Council's Workforce Development Programme 2015 – 2019
- Executive Committee Report 2015 - Bradford Council workforce development programme

Workforce Strategy O & S Report – Training Stats & Evaluation

The information included in this report is taken from Evolve over the period 1st September 2016 – 31st August 2017.

Training Stats

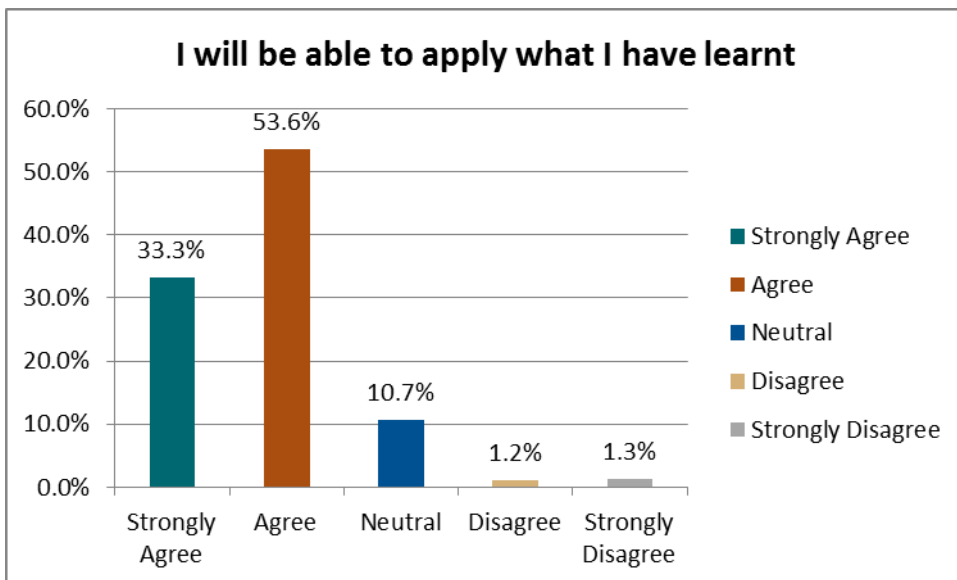
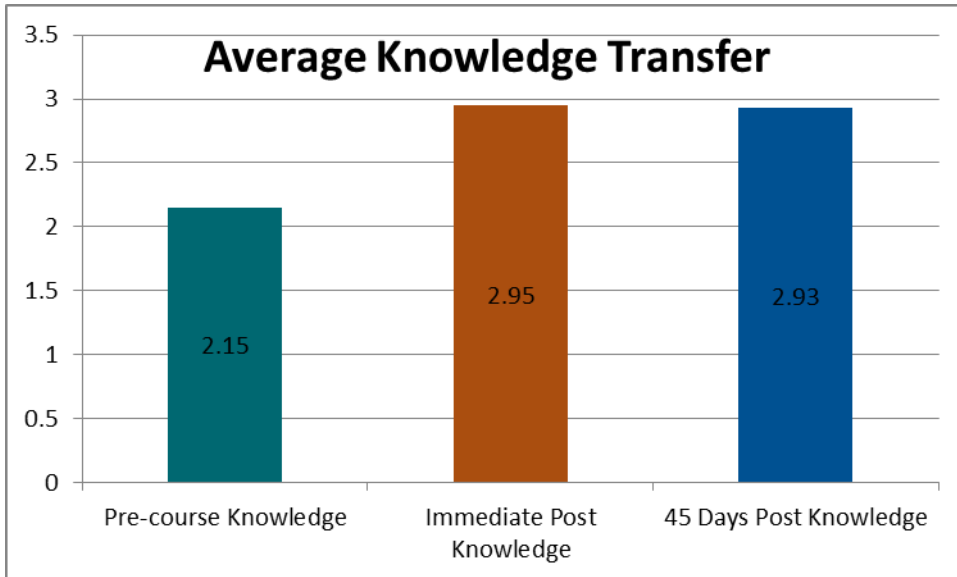
During this period, we have delivered a total of **398** different courses to **7163** people. Overall, there have been **16025** individual course completions with the average participant completing **2.24** courses. This report doesn't include courses that are currently 'In progress'.

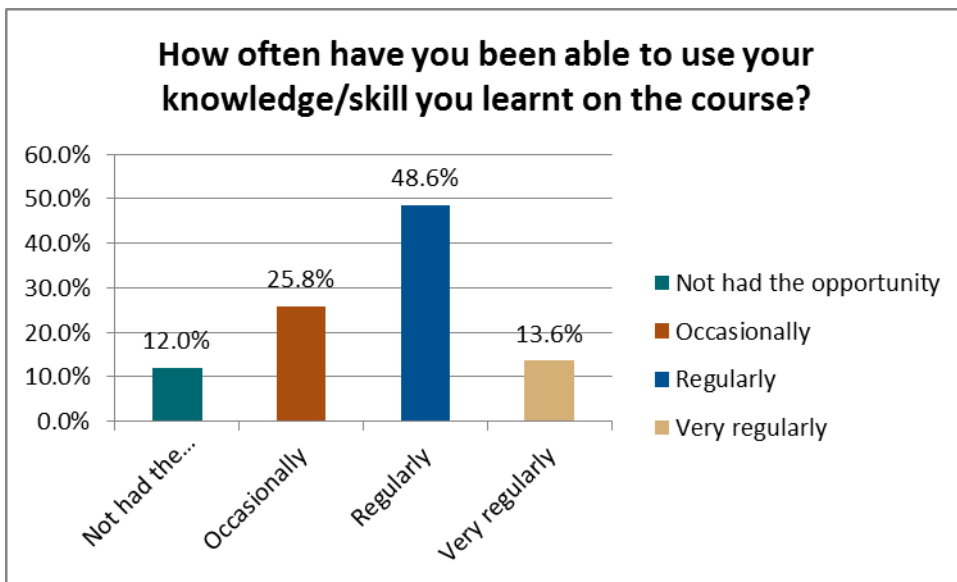
Of the **16025** course completions, **11569** were completed by internal staff and **4456** by participants across the District. The internal and external breakdown can be seen in the table below.

BMDC Staff	Course Completions	Headcount by Dept.
Chief Executive	139	91
Corporate Services	3366	2645
Childrens Services	3921	1566
Health & Wellbeing	1829	1375
Place	2042	2538
West Yorkshire Pension Fund	92	156
Other/No Department Recorded	180	
Total	11569	
External Partner Organisations (#Teambradford)		
Airedale National Trust (ANHST)	93	
Any Other Organisation	308	
BMDC Casuals	429	
Bradford District Care Trust (BDCT)	405	
Bradford Hospitals	71	
CAFCASS	1	
Clinical Commissioning Groups (CCGs)	11	
Connexions Bradford (Prospects)	4	
Criminal Justice	45	
Early Years & Childcare	720	
Foster Carers (Bradford)	339	
Housing	117	
Other Local Authority	91	
Private/Independent Sector	137	
Private/Independent Sector (Adults)	197	
Schools – Non PACT HR	131	
Schools – PACT HR	279	
Voluntary Sector	716	
West Yorkshire Fire Service	1	
West Yorkshire Police	27	
Yorkshire Ambulance Service	3	
Other/No Organisation Recorded	331	
Total	4456	

Evaluation Stats – Knowledge Transfer

These figures are based on an average knowledge rating by each participant before, immediately after and 6-weeks post training. The scoring criteria is based on a scale of 0-4; None (0), Just aware (1), I know a little bit (2), I know quite a lot (3) and I am confident on this subject (4). This helps us to measure the impact of the training we deliver.





Evaluation Stats – Positive Feedback from Participants

- *“My interest is community and people so I felt confident to be able to contribute to this session. It was good to have a diverse group to share and discuss ideas. Attendance was from most departments of the council. The group size around each table enabled all participants to share and discuss ideas and some workable solutions. The background information provided on screen gave a good foundation and focus from which to work from. There was a lot to cover in a short time but it was effectively managed. The exercises used were varied and participative. The pace was a workable one. A lot was covered.”*
- *“It was fantastic being able to meet other council workers from outside my dept and work location. Also made me feel more confident on being a council worker by knowing more of what goes on in the day to day running and the development of Bradford Council.”*
- *“It was really useful for the management across the council to meet and work together for a shared goal. It gave us the opportunity to learn about each other's roles, put names to faces and to plan for the future of the council by utilising each other's skills.”*
- *“The management conference was the best training course I have ever attended during my time at Bradford Council. They are interesting, interactive, provide variety, and make you think.”*
- *“It is a worthwhile exercise involving employees in the Council Plan. It renews enthusiasm and can bring fresh ideas to the table.”*
- *“The course trainer was fantastic. Clear and efficient, friendly approachable manner and amusing, easy to understand. Thoroughly enjoyed the day!!!”*

Evaluation Stats – Constructive Feedback from Participants





- *“The first hour seemed to plough through a lot of information and I found it hard concentrating on all of this and taking it in. I think this could be condensed into key points rather than an information overload. I do feel*

more aware of how to react now if an attack happened and also on security within our buildings etc. Overall the course was interesting and informative.”

- *“I really enjoyed the course however, the number of people on the course was, in my opinion, too high. A maximum of 12 may be considered for future courses. We ended up splitting into two groups for some parts of the sessions which helped. Overall, an excellent course with a good range of knowledge and experience.”*
- *“The most useful part of the session was when the AD's spent 3 minutes at each table in turn explaining what their service did. 3 minutes wasn't enough and 5-10 minutes would be better to get to know the AD, learn more about what their service is currently doing and give more time for Q&A's/discussion with people around the table who were from different services in the Dept.”*
- *“I think that this was a good course with a fab facilitator. However I didn't learn anything new due to my prior training and job roles. I think some job roles should mean that you do not need to do this course in order to access more specialist courses offered. Whilst the course was good and I would recommend it to others I did not learn anything which is a shame and was a waste of time for me really.”*

Member Development Programmes 2016/2017

Month	Course Title	Number of Delegates
September 2016	Making Speeches	12
	Floods – what members need to know	4
October 2016	Healthy Lives	15
	Safeguarding - Realsafeguarding stories .com	9
November 2016	City Region Update	13
	Chamber – Live speaking	8
	Signs of Safety	9
	People Can	3
May & July 2017	Introduction to planning	9
June 2017	Introduction to Licensing	5
July 2017	CSE – Forgotten Boys	15
	IT – Exhibition Useful Websites	10
September 2017	Emergency Planning Briefing	14
	General Data Protection Regulation Briefing	7

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
 <p>Raise ambition of the workforce Reengage with staff re future Introduce 'leadership at all levels'</p>	 <p>Get the basics right Positively position the District Manage change well</p>	 <p>Map talent and set career pathways Succession planning ADMs</p>	 <p>Digital automation and self service by default Shared services Flexible skills, flexible workforce</p> <div data-bbox="1772 659 1986 743" style="border: 1px solid red; padding: 5px; display: inline-block; color: red; font-weight: bold;">DRAFT</div>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 114.</p> <p>Key activities:</p> <ul style="list-style-type: none"> • Set future vision (Council Plan) • Set outline Workforce Development Programme • Set corporate Engagement plan • Refresh Bradford Behaviours • Baseline staff survey • Build systems capability (Evolve) • Create OD function 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">We are here</p> <p>Key activities:</p> <ul style="list-style-type: none"> • Launch Management development Programme • Assign targets and measures to Workforce Development Programme • Focus on Apprenticeships and recruitment • Focus on performance, attendance and wellbeing • Develop coaching style of management • Embed culture where innovation and enthusiasm can thrive 	<p>Key activities:</p> <ul style="list-style-type: none"> • Full roll out of 'Evolve talent' • Embed new approach to succession planning and career pathways • Supporting & enabling employees to take responsibility for their own growth and development • New approach to recruitment – recruitment for skills for organisation not competencies for roles 	<p>Key activities:</p> <ul style="list-style-type: none"> • Removal of traditional role profiles • On-going employee development, including digital skills training and recruitment • Full roll out of new talent programme - apprenticeships, interns, secondees, graduates
<p>Talent management is about doing the right things today, so that we have the right people with the right skills, behaviour and attitude for tomorrow</p>			

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Report of the Assistant Director for the Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on Thursday 26 October 2017.

O

Subject:

Bradford Council's Equality Objectives Progress Report (January to June 2017)

Summary statement:

Following approval of the Council's new equality objectives at the end of 2016, this report provides the first annual progress report on the objectives covering January 2017 to June 2017.

Alison Milner
Assistant Director, Office of the
Chief Executive

Portfolio:

Corporate

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Overview & Scrutiny Area:

Corporate

1. SUMMARY

Following approval of the Council's new equality objectives at the end of 2016, this report provides the first annual progress report on the objectives covering January 2017 to June 2017.

2. BACKGROUND

- 2.1 The Bradford District is a diverse and youthful area. We are the youngest city in the United Kingdom. We have an ever-changing population of over half a million people originating from all corners of the globe, creating a rich cultural mix. People from black, minority, ethnic backgrounds make up 36% of the total population and there are 153 languages spoken across the district. Our worldwide roots from current and historic migration, have allowed us to build a big economy with global reach. More than one-quarter (30.2%) of the district's population is aged less than 20. Bradford Council aims to serve and represent the whole district in all its diversity. The Council's goal is to ensure that every part of the district and everyone who lives in it is equitably served. No-one must feel excluded, and no-one unfairly favoured or disadvantaged.
- 2.2 The Council has legal responsibilities relating to equalities but these are a minimum requirement. There is understanding of the wider benefits of improving everyone's quality of life and our social responsibility. We therefore have set equality objectives that reflect and support this diversity and ensure we maximise the vibrancy and energy of the people we work for.
- 2.3 The Public Sector Equality Duty sets out a number of aims that public bodies should have regard to in their operation and is supported by some specific duties which include the requirement on public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually.
- 2.4 In their operation public bodies should have regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2.5 The defined set of protected characteristics as set out in the Equality Act 2010 are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and (in relation to discrimination) marriage and civil partnership. The Council's approach to equalities goes beyond this, by looking at equality more broadly and taking into account the impact of our decisions on people on low income or with a low wage.
- 2.6 As a baseline the Council's annual publication of its own workforce profile is presented at appendix 2 and also available on the [Bradford Council web site](#). This provides an annual status of the workforce's protected characteristics.

- 2.7 In September 2016 the Council's Executive approved a new set of equality objectives for Bradford Council. The ambition for the objectives was to be far more strategic and only capture a few key areas which the whole organisation can contribute to and that will have maximum impact on the district. By 2020 we want to be able to demonstrate how they have made a difference over and above the day to day equalities work which the Council undertakes. The objectives and therefore this progress report do not consequently try to capture all the equality activities the Council undertakes.
- 2.8 Since sign off in 2016 a milestone plan has since been developed to help deliver clear action in support of the objectives, with targets allocated as appropriate. Details of the approved objectives can be found on the [Bradford Council web site](#), which have been available since autumn 2016.
- 2.9 The equality objectives are embedded in to the Council Plan, thereby ensuring they remain central to the Council's work. The monitoring of the equality objectives also complements that of the Council Plan, with quarterly monitoring undertaken, and any exceptions considered by the Council Plan Delivery Board for a resolution. The Portfolio Holder for equalities is also provided with a regular briefing outlining progress.
- 2.10 Corporate Overview and Scrutiny Committee received a report in November 2015 as part of the consultation process in developing the objectives. The Committee also requested that they receive annual progress updates, as a means of providing oversight and scrutiny on the delivery of the actions supporting the objectives. This is therefore the first progress report the Committee is receiving on the new objectives, covering January to June 2017.
- 2.11 The equality objectives have been set for a four year period, 2016 to 2020. As such flexibility has been built in to the plan to allow shorter term actions to be completed and new actions identified in support of achieving each objective. The district is an ever changing place, and the resources available to the Council and partners continue to change. So whilst maintaining a four year commitment to each objective, the detail in how we realise them may vary as time progresses.

3. OTHER CONSIDERATIONS

- 3.1 Appendix 1 presents a detailed outline of progress against each of the equality objectives' supporting actions from 1 January 2017 when monitoring of the objectives commenced to the end of June 2017. The progress plan includes a breakdown of each action and milestone, progress on each, and where it was felt appropriate to set a target a latest figure or status is also included.
- 3.2 The following points provide the headlines and highlights of progress with each objective.
- 3.3 Community relations – ensure that the people of the district get on well together.
- a) Encouraging and celebrating good community relations and active citizenship – promoting campaigns and opportunities to participate, raising awareness of 'cultural' events.
- Highlights:** The People Can campaign has been at the heart of encouraging and promoting citizen involvement in neighbourhoods and more volunteering

within the district, leading to further investment being sought to maximise its potential across the district. Work with communities of interest continues as does the maximising of voter registration, both providing a means of increasing opportunities for people to participate in decision making.

- b) Hate and street crime – education programmes in schools, increasing reporting, reducing street based sexual harassment.

Highlights: A range of programmes have taken place in schools from interfaith education benefiting over 17,000 young people, to over 80 ambassadors being trained to deliver hate crime and Anne Frank history in schools. The focus on reducing hate crime has increased with additional reporting centres being set up, more training and support provided and celebratory events taking place across the district (LGBT History Month, International Women’s Day and Pride).

- 3.4 Employment and skills – promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

- a) Poverty and ethnicity employment and skills programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.

Highlights: In collaboration with the Joseph Rowntree Foundation a textile academy project has engaged 50 Asian women in Keighley into employment and opened up opportunities for more senior roles for them. A Council low paid employees project has led to 25% of participants progressing into higher paid employment.

- b) Apprenticeship programme – ensuring that the Council’s new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.

Highlights: The Council’s new apprentices programme is now in place with a team assigned. This includes pre-apprenticeship pathways with the aim of getting 10% participation from looked after children and a further 10% from those with special education needs.

- 3.5 Organisational equalities culture – the Council is well run, fit for business and is fair and inclusive in its approach.

- a) Equalities competency and corporate approach – a wide ranging programme of equality competency activities and improved governance arrangements.

Highlights: New governance arrangements are now in place following a review and support from Departments and Corporate Management Team. A programme of staff engagement opportunities have been put in place including focus groups, road shows and lunchtime drop ins. Elected Member training is also in place including planning on a dementia awareness session for Autumn 2017.

- b) Workforce diversity – recruitment options, commissioning requirements, career progression options.

Highlights: A baseline has been established within the authority for race, gender and disability so far as a means of identifying whether interventions make a difference. Job vacancies are being made more accessible through jargon free job profiles and an improved web site in the first instance. Work shadowing opportunities have also been made available for minority communities.

- c) Accessible services – Accessible Information Standard implemented in Health and Social Care, and extended to customer access points primarily through our customer services.

Highlights: The implementation of the Standard has progressed with a programme of training, guidance and tools for staff. Monitoring arrangements are also in place with Healthwatch to check on the success of this implementation.

- 3.6 Equality data – our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

- a) Equality monitoring – gathering more information on service users to better understand our service impacts.

Highlights: An updated equality monitoring form has been launched, along with new staff guidance. As such Council staff are being encouraged to collect more information on their customers to ensure services continue to be delivered in the right way to right people. This will also support the equality assessment of new policies and service changes.

- b) Use of the equality data and information – raising awareness of available information across the whole Council.

Highlights: Equality information can now be collected electronically, which will provide the opportunity for better reporting and information sharing.

4. FINANCIAL & RESOURCE APPRAISAL

Delivery of the actions in support of the equality objectives will be met from existing resources.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risk management or governance issues arising out of the recommendations of this report.

6. LEGAL APPRAISAL

- 6.1 The Equality Act 2010 consolidated a wide range of equalities legislation that had until then been contained in separate statutes. Section 149 of the Act introduced a Public Sector Equality Duty which requires local authorities and other public bodies, in the exercise of their functions, to have due regard to the need to:

- eliminate discrimination, harassment, victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 6.2 The Public Sector Equality Duty is also supported by two specific duties requiring public bodies to set and publish at least one specific and measurable equality objective at least every four years and to publish information on how they are complying with the Equality Duty annually. This is set out in the Equality and Human Rights Commission guidance.

- 6.3 The Equality and Human Rights Commission oversees compliance within the statutory timescales. If the Council does not agree to set and publish the equality objective within required timescales, the Commission has powers to issue a compliance notice against the council and if non-compliance persists, seek an order from the County Court that instructs the council to comply with the Specific Duty.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

As suggested in this report it is important that the Council gives due regard to the Public Sector Equality Duty in any decision making it undertakes. The Council will continue to undertake activity to ensure that equality is considered through the development and delivery of all its functions. In addition the equality objectives themselves will allow the Council to focus on a few key areas which will have maximum impact on the district and work with partners in their delivery. This will not be at the detriment of its other equality responsibilities.

7.2 SUSTAINABILITY IMPLICATIONS

There are no sustainability implications from the equality objectives.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no gas emission impacts from the equality objectives.

7.4 COMMUNITY SAFETY IMPLICATIONS

The public sector equality duty explicitly states that public authorities must have due regard to the need to eliminate discrimination, harassment, victimisation. This is therefore a fundamental element of the considerations that the Authority gives when assessing equality impacts on any changes to any of its functions. 'Community relations' is also one of the Council's equality objectives.

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act impacts from the equality objectives.

7.6 TRADE UNION

Some of the actions supporting the equality objectives are in connection to the workforce, both in development, training and diversity. The Trade Unions will as such be kept up to date on the equality elements of the workforce development programme.

7.7 WARD IMPLICATIONS

There will be no specific ward implications as the equality objectives will have district wide impact.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

- 9.1 That Members comment on and support the progressing work on the Council's equality objectives 2016-2020.

9.2 That Members request a further progress update on the equality objectives in 12 months time

10. APPENDICES

- Appendix 1 – Equality Objectives Detailed Progress Update January 2017 to June 2017.
- Appendix 2 – Bradford Council Equalities Workforce Profile (June 2016)

12. BACKGROUND DOCUMENTS

Bradford Council's Equality Objectives - <https://www.bradford.gov.uk/your-council/equality-and-diversity/bradford-council-s-equality-objectives/>

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Appendix 1: EQUALITY OBJECTIVES DETAILED PROGRESS UPDATE - January 2017 to June 2017

Ref	Activity Description	Milestones	Milestone Completion date/Review	Milestone Status	Performance Target	Target date	Target Status
COMMUNITY RELATIONS - ensure that the people of the district get on well together.							
Encouraging and Celebrating Good Relations - - Encouraging and celebrating good community relations and active citizenship – promoting campaigns and opportunities to participate, raising awareness of ‘cultural’ events.							
1.1	People Can Campaign	Deliver range of activities throughout 2017 - including communication and re-launch of programme	End 2017	Mar 2017 peer review highlighted need and value of People Can. Draft project plan developed. Business case submitted to Transformation Board, for additional funding to develop this work.	~ 2500 new volunteers to be recruited through a VCS infrastructure contract ~ 1000 likes on Facebook	end March 2018	745 assisted online and 92 volunteers interviewed = 837 volunteers
		Review and start planning for 2018 including promotion across all council services - including ICT/web solutions	Oct-17			end Dec 2017	1051 likes on facebook
1.2	Ease opportunities for people to participate in decision making	The completeness and accuracy of the Electoral Register will be improved, providing opportunity for engagement especially in areas of deprivation.	Dec-17	Preparing for the snap UK Parliamentary General election, held 8 June 2017 and publicising/registering people to vote has been the main objective throughout the April - June 2017 period. Over this period, registration levels rose significantly, with increases to the register of 2419.	Each year maintain 1st December annual registration levels within a range of 335,000 to 340,000 (taking into account fluctuations within the register and the levels of registration at publication date).	Jul-17	The annual registration process is currently underway and will continue over the next 4 months. It is expected to meet the target range as at 1 December 2017.
		The voice and influence of under represented groups are reflected	Jul-17	Community of interest plans updated and published on web site (April 2017) - https://www.bradford.gov.uk/your-community/your-neighbourhood/district-and-ward-plans . VCS infrastructure commission contracted including support for the Assembly and forums. It is intended that the diversity of representation in all the Forums will be increased as far as possible.		8 community of interest groups connected with	Mar-17
Hate and Street Crime - education programmes in schools, increasing reporting, reducing street based sexual harassment.							
1.3	Education programme in schools	Stand Up Speak Out Make a Difference - (political/social/identity/diversity) includes programmes on Migrate, Anne Frank history for today, Anne Frank and you, Speakers Corner.	Jun-17	84 ambassadors trained to deliver Peer Education Training in 7 secondary schools on Hate Crime and Anne Frank History for Today. Ambassadors trained to guide at Anne Frank and You exhibition. 39 sessions delivered to pupils Yr 5 - Yr 7. SUSOMAD 2016 -- 2017 complete. Evaluation to be carried out and new programme to be publicised Sept 2017.			
		Holding difficult conversations - prevention education resources	May-17	Holding Difficult Conversations training delivered by Peace Foundation to approximately 20 teachers. Training delivered. New programmes to be circulated to schools sept 2017 including 'Real Conversations' pilot promoting dialogue and understanding between Muslim and Jewish communities.			
		Interfaith education - faith tutor visits to schools and hosting visits to places of worship. Programmes include Religions in Bradford, Sharing Stories/Values, Interfaith week.	Annual (July 2017)	Faith tutors have led 502 visits to places of worship / schools. 17 115 children and young people and 316 adults have benefitted from these visits which have contributed to the development of religious literacy, understanding of religious and cultural diversity and challenged prejudice and stereotyping in line with the Ofsted requirements to promote spiritual, moral and social development and British values as part of the curriculum.			
1.4	Raise awareness	4 new reporting centres across the district established with staff training provided, that reflects the protected characteristic groups thus enabling people to report crimes in places where they feel most able to report (currently 28 centres - end 2016).	End 2018	Increasing the reporting of hate crime. Work continues to make it easier for those affected to report incidents of hate crime including through third party reporting centres. To give victims the confidence that their complaints will be taken seriously work continues with the police and Crown Prosecution Service to publicise successes in prosecuting hate crime. Now have 32 reporting centres across the district that reflect the protected characteristic grouping. Training for reporting centres is undertaken annually in addition to any other training. In the last financial year 30 training sessions have taken place reflecting high levels of staff turnover and the new centres that have been established. Under reporting is still a key concern as many people still choose not to report a hate incident or a hate crime. The hate crime action plan targeted under reporting as a key area. Work has been undertaken to encourage specific groups to increase levels of hate crime reporting. Targeted work has been undertaken with people with learning disabilities and people from the Trans community. However significant work is still required if we are to address hate crimes against people from new and emerging communities as well as our gypsy and traveller communities, confidence and trust is very low amongst these groups and there is still a lot of work to be done if we are to build confidence - as such a new action has been set.	TARGET hate crimes reported: 2016/17: 877 2017/18: being set in September 2017 2018/19: tbc 2019/20: tbc (targets to be set on an annual basis) Note: figures are likely to go up as reporting increases, ahead of hopefully reducing as crimes actually reduce.		ACTUAL hate crimes recorded: 2016/17 : 1,350 2017/18: tbc 2018/19: tbc 2019/20: tbc
		New Action: Establish 5 specific hate crime reporting centres that can support new emerging communities and their needs in terms of language and confidence to report.	End 2019				

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		<p>Hate crime information publicised to raise awareness in communities, focusing on the 5 protected characteristics of hate crime.</p> <p>A minimum of 6 events to be run/supported annually - Black History Month (October); Trans Day of Remembrance (November); Pride (May); Disability Awareness Month (November/December); Gypsy Travellers Awareness month (June); International Woman's day (March); LGBT history month (February); Hate Crime Week (October); Safeguarding week (October)</p> <p>Publicity in health centres in the 5 key languages of new emerging communities</p>	<p>End 2018</p>	<p>Bradford Council has supported the running of three events: LGBT history month (February) - more than a 100 events held across the district in what was the biggest LGBT history month to date. International Womens Day (March) - over 40 events were held across the district in a display of unity, celebration, reflection, advocacy and action. Pride (May) - the 12th Pride celebration held at Odsal Stadium included local bands, tribute acts, artists and drag queens performing on stage.</p>		
1.5	Reduce sexual harassment	<p>Extent of problem to be identified - with supporting data to benchmark against and an action plan put in place in co-ordination with partners.</p> <p>Reporting mechanisms and information sharing - create and support joint reporting</p> <p>Communications - undertake education and campaigns to increase awareness and understanding of the crime of sexual harassment.</p>	<p>Apr-17</p> <p>Sep-17</p> <p>Dec-17</p>	<p>Project Officer appointed Feb 2017 and project group established. Action Plan prepared.</p> <p>Dedicated mobile phone line now operational and email facility available.</p> <p>Visual poster campaign of this crime and reporting centre produced and distributed. More work to follow with DVD, direct work with young people, and link in with other events.</p>	<p>Note: formal reporting is currently minimal, so the target is to generally increase reporting to enable a meaningful figure to be set in the future.</p>	

EMPLOYMENT & SKILLS - promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Poverty and Ethnicity Employment and Skills Programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.

2.1	Working with business and public sector partners to address barriers and blockages to employment and career progression for disadvantage groups.	Complete Textile Academy project (Asian women into employment)	Jan-18	Textile Skills Academy has been established at Keighley College	<ul style="list-style-type: none"> 50 BME women engaged and employment and skills support provided to 20 women. 5 women progressed into skilled well paid jobs 	Oct-17	53 women interviewed through Keighley Association Women's and Children Centre. 24 people have taken part in Textile Academy courses of which 10 are BME women and of these five have gained employment.
		Complete Bradford Council Low Paid Employees project (low income staff skill development)	Oct-17	The intensive course has begun, the official course start date was the 26 th of April 2017, the course has been titled as the Facilities Management Colleague Development Programme.	<ul style="list-style-type: none"> At least 5 out of 20 selected participants on the project progressed into more senior and higher paid employment 	Oct-17	In total 19 participants will take part in this programme, 18 are females and 1 male. The ethnicity of the group is made up of 17 Pakistani and 2 Indian employees. The training is being delivered in partnership between Bradford Council and it's training arm Skills House and Shipley College. Two staff have successfully progressed into more senior roles to date.
		Complete Keighley Engineering Employment Challenge project (BME people into employment)	Oct-17	This element of the project has not progressed in agreement with Joseph Rowntree Foundation (JRF) to enable us to concentrate on delivering the Textile Academy and Public Sector low paid workers projects (as above).	<ul style="list-style-type: none"> 10 people from BME groups progressed into employment/apprenticeships. (note potential cross over with apprenticeship programme objective) 	Oct-17	Not Applicable
		Projects evaluated and findings reported.	Mar-18	Interim Evaluation produced in partnership with University of Bradford in March 2017	Final Report and Evaluation to be produced by March 2018	Mar-18	Monitoring and Evaluation Plan agreed. Baseline data has been collated and analysed

Apprenticeship Programme - ensuring that the Council's new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.

2.2	Ensuring engagement of Looked After Children (LAC) and disabled people	Detailed delivery plan in place July 2017	Jul-17	New Learning and Development Team has been put in place from 1 April 2017. Detailed delivery plan in place. Commitment made to include dedicated programme for those that don't qualify for standard apprenticeships - 'traineeship as a pre apprenticeship pathway' - which will include LAC and disabled people.	Council to: Employ up to 500 apprentices; offer 100 Trainee places; and 50 x 8 week work experience places for 18-24 year olds unemployed. Of which 10% targeted for LAC; and 10% targeted for SEND.	By September 2020	in progress
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Workforce diversity - recruitment options, commissioning requirements, career progression options.

3.5	Appropriate recruitment methods	Baseline established: equality data assessed and gaps identified in relation to vacancies, including the number of applications, those shortlisted and appointed.	Feb-17	<p>Equality data has been assessed based on the number of applications and the key headlines are as follows:</p> <p>(Race) During the 6th month period from July to December 2016, 60.74% of all applicants who applied for Bradford Council vacancies identified themselves as white whereas 39.26% of applicants identified themselves as being from another ethnic minority group. This is a steady increase of 2.5% of applicants applying, being shortlisted and appointed to Bradford Council posts from an ethnic minority group since the same period in 2015.</p> <p>(Gender) During the 6th month period from July to December 16, 52.62% of all applicants applying for Bradford Council vacancies identified themselves as Male whereas 44.59% of applicants identified themselves as Female. 0.03% of applicants identified themselves as Transgender with a further 2.75% preferring not to specify. The figures show a decrease in the number of Females within the same 6 month period of July to December 2015.</p> <p>(Disability) During the 6th month period July to December 16 there has been a steady increase of approximately 1% of applicants applying for vacancies who identify themselves as having a disability. In addition there has been an increase of around 1% of applicants actually declaring they have a disability when applying for posts. There has been approximately a 2% increase in the number of disabled applicants who have been appointed to posts.</p> <p>To establish a stronger baseline we have recently introduced several new categories for monitoring purposes to adhere to equalities legislation and good practice. We ask if your gender identity is the same as the gender you were originally assigned at birth and there is an additional option under the disability section which now asks if you have a mental condition rather than a mental illness, this option is for applicants who may for eg have autism.</p>	Increase the diversity where identified.	
		Recruitment options broadened and targeted: Following analysis of baseline data a broader and more appropriate range of recruitment methods considered and implemented to encourage engagement from identified equality groups—this might include online tools, social media etc.	Apr-18	<p>To increase attraction to Bradford Council vacancies we are increasing the use of Social Media including twitter. We have worked with colleagues at Job Centre plus to create a Virtual Jobs fair which allows us to promote our vacancies to a much wider audience.</p> <p>We are currently working with colleagues in ICT to create a dedicated careers website which will provide applicants with a lot more information about applying for posts and working within the Council. It will also provide potential applicants who do not live in the District with information about living in the Bradford District.</p> <p>In addition there will be dedicated section providing advice on Apprenticeships.</p> <p>Jargon free jobs (JFJ) – we are working alongside colleagues from JFJ as we want to make our job profiles easy to understand for applicants and to cut out all the jargon that is used within the Council. This will make our job profiles easier to understand particularly for younger people who have never had the experience of being in the workplace.</p> <p>We were approached by Horton Housing to see if the Council could offer work shadowing opportunities for refugees from Syria. We have secured the opportunities for several refugees so far.</p>		
		Management support strengthened: information, training and guidance agreed and in place to support recruiting managers to better consider equality and diversity in recruitment, including the concept of sub conscious bias and use of diverse recruitment panels.	Apr-19	<p>Equalities in Recruitment – We are promoting and providing a refresher to all managers when they are recruiting to posts within the Council. The refresher advice is available on Evolve, HR Careers Page and Engage (on line recruitment system)</p> <p>E-Learning on Job Profiles – On going work is continuing to provide an e-learning package for managers. The E Learning will provide managers with advice on how to write/produce a job profile that is fit for purpose, jargon free and incorporates equality considerations and factors.</p>		
3.6	Career development	Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up	end 2017	<p>Strategy set.</p> <p>Apprenticeship team in place since 1st April-17.</p> <p>Needs analysis done.</p> <p>Tender currently live, framework of qualification providers will be in place by end August 2017.</p> <p>Plans well underway to set policy/ procedure/ terms and conditions.</p> <p>3 apprentices have started so far (accessing qualifications that are available through Skills for Work)</p> <p>Work underway on setting comms plan</p>	Interim targets • December 2017 - 10% • December 2018 – 20% • December 2019 – 30% • December 2020 – 40%	50%
		Minimum 40% taken up by disabled/younger/BME etc by 2020.	2020			5%
3.7	Commissioning and procurement processes to challenge others to develop diverse workforces	Social value policy to include statement encouraging diverse workforces from commissioned organisations	2018	New Procurement Strategy (including approach to Equalities & Social Value) currently being drafted		tbc

Accessible Information - Accessible Information Standard implemented in Health and Social Care, and extended to customer access points primarily through our customer services.

3.8	Accessible Information Standard implemented in health and social care and good practice shared across the council	The Standard will be 50% implemented across adult social care, this includes commissioned social care services and Public Health	Jul-17	Staff at all points of contact have been trained in the standard. There are systems in place to flag an Accessible Information need on the system and to record what the need is and how to meet it. The services trained are Adult Services Access Point, Sensory Needs Services and the two hospital sites.	The standard will be fully implemented across the Council's customer access points	
		Integration of the Standard with customer services has been scoped and an implementation plan prepared	Jul-17	There is an implementation Plan, this is being reviewed in Sept following a national review by NHS England. Staff tools and guidance have been produced and issued. All the Adult Services letters have been identified and work is on-going to track which letters may need to be rewritten. All commissioned home care and care home providers have been given training on the standard with more of their staff able to complete on line training. Healthwatch have agreed to monitor how the standard is being applied when they complete their Enter and View visits. All their Enter and View staff have been trained. A training course has been commissioned to support all home support and residential and nursing home providers.		
		The standard will be 75% implemented across adult social care, this includes commissioned social care services.	Jul-18			
		Awareness event arranged for councillors and senior managers on the accessible information standard and its implementation and impact on the working practices of the Council.	Jul-18			

EQUALITY DATA - our data better provides us with the right insight, evidence and intelligence to make well informed decisions that impact on our communities.

4.1	Review and identify best practice	Action Plan created and agreed	Dec-16	Completed. 'As is' review undertaken and shared with Corporate Equality Group.	Depts consistently collecting equality information on customers as appropriate to their service better informing decision making/ equality assessments.	Dec-18	Complete
		Better practice rolled out across Council	Dec-17	New guidance on collection of equality data developed, and shared with CMT in July 2017. Meetings with DMTs to embed the good practice taking place over July/August 2017, with promotion on BradNet once DMT meetings have concluded.		In progress	
4.2	Use of equality data to inform decisions and activities	Equality data integrated into central intelligence collation processes	Dec-18	Collection of equality data through SNAP being promoted, as a means of better collating information centrally. Review of process to take place early 2018.	Equality data used as effectively as other data such as census information to inform decision making by all	Dec-19	In progress
		Availability of equality information promoted within the Council	Dec-19				

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WORKFORCE PROFILE INFORMATION 30TH JUNE 2016

**Department of Human Resources
First Floor, Britannia House
Hall Ings
BRADFORD, BD1 1HX**



BACKGROUND AND CONTEXT

The Council is required by law to publish information relating to certain categories (known as Protected Characteristics) under the Equalities Act 2010.

To increase the intelligibility of the data presented the Council has adopted a variety of methods e.g. tables, graphs, text narrative as appropriate to the information.

Information has been collected for a number of years on Race, Disability, Gender and Age, as was previously required under fore-runner equalities legislation.

In December 2013, the Council amended its systems to enable information on Sexual Orientation and Religion & Belief to be recorded for its workforce. Currently only 8.4% of Council employees have provided data on Religion & Belief and only 6.9% have provided data on Sexual Orientation therefore comparisons using this information would prove unreliable.

Absence of data should not be taken to imply any lack of interest by the Council in the welfare of these groups, it has never previously been required to collect data about them. It does not collect information on occupational segregation and has factored it into its review of on going monitoring of its workforce / activity.

The Council record Pregnancy and Maternity on its HR/Payroll system. There are no current issues highlighted in this respect.

BACKGROUND AND CONTEXT (Continued)

The Council is aware of its on going duty to collect information of employees and service users with protected characteristics.

The Council continues to monitor the implications of on going workforce reductions following cuts in central government funding, particularly in terms of its employees with protected characteristics.

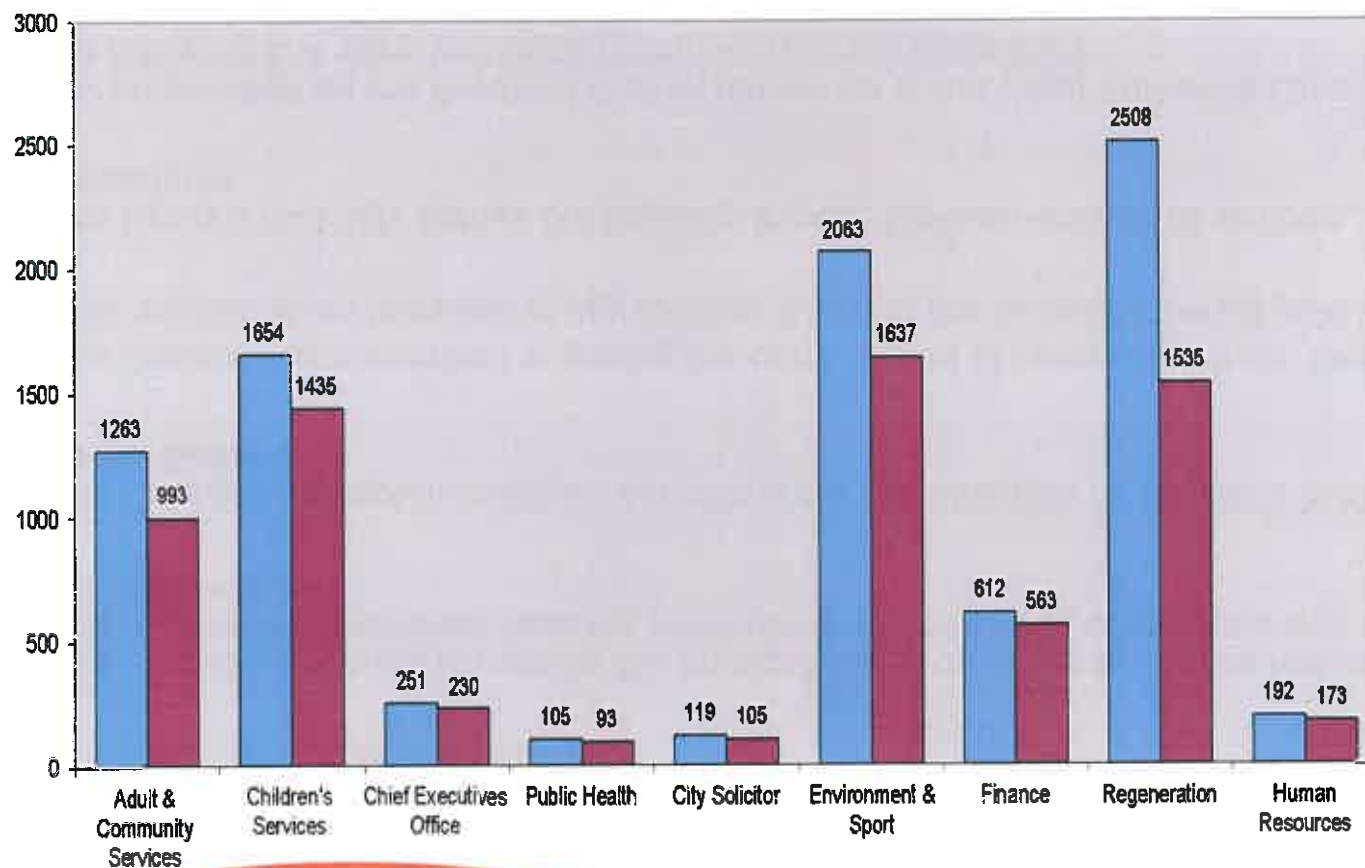
The Council has implemented an equality proof pay structure for its entire NJC staff up to former Scale 6.

The Council has committed to paying the current level of living wage from October 2015. This resulted in an increase in pay for over 2,000 of the Council's lowest paid employees.

The Council routinely carries out Equality Impact Assessments on its policies, processes and procedures.

For information on the Bradford District please go to the West Yorkshire Observatory, or by the following link www.westyorkshireobservatory.org/bradford

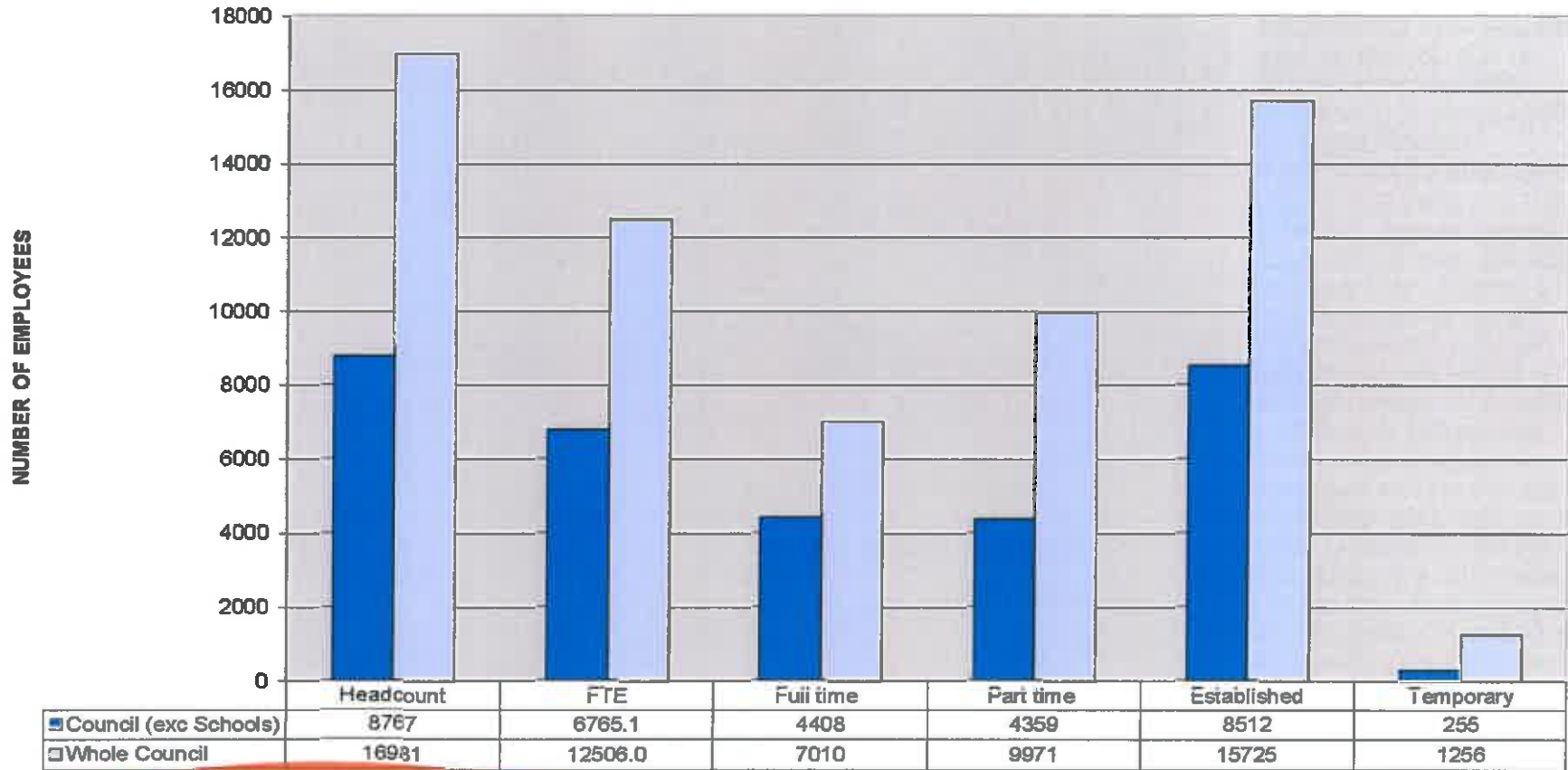
WORKFORCE PROFILE – HEADCOUNT AND FULL TIME EQUIVALENT (FTE) as of 30th June 2016



The chart shows the distribution of staff throughout the organisation (but excluding school based staff) as a headcount and full time equivalent (FTE) figure.

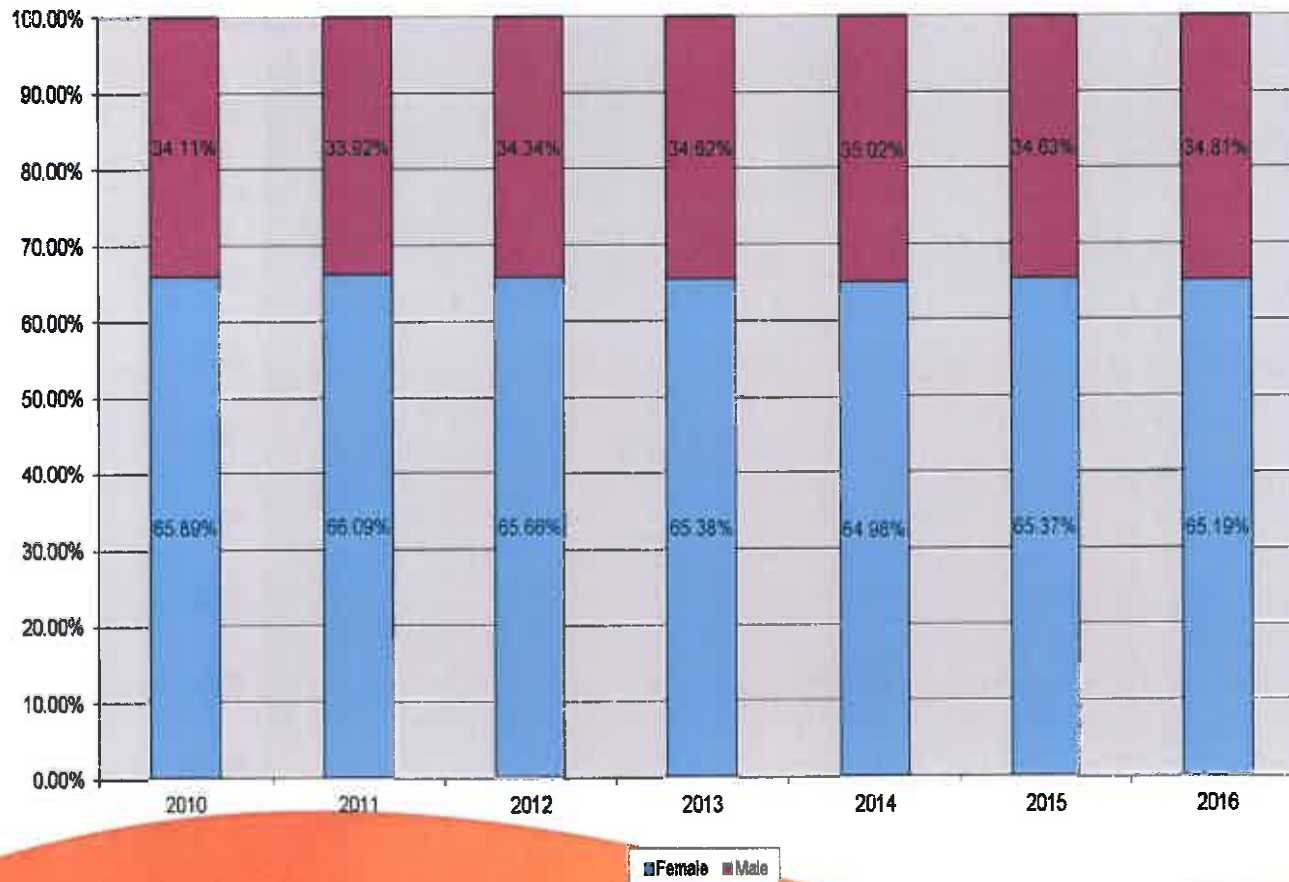
Those Departments with the largest difference between headcount and FTE figures are those with a large number of part time staff. The overall total headcount is 8767 and the FTE is 6765

WORKFORCE PROFILE – WORKING PATTERNS AND EMPLOYMENT STATUS as of 30th June 2016



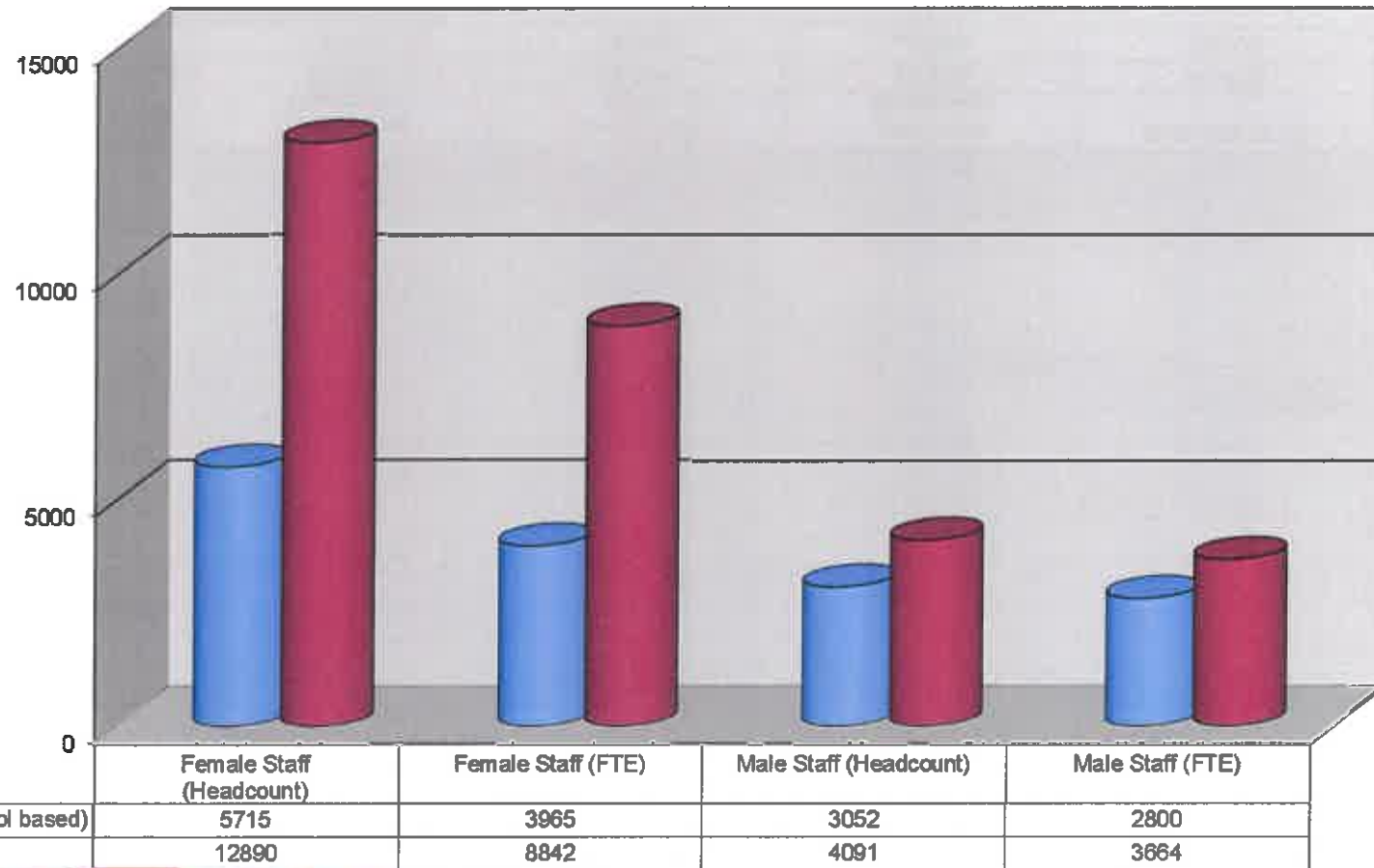
WORKFORCE PROFILE – GENDER – as of 30th June 2016

COUNCIL GENDER SPLIT (excluding school based staff)

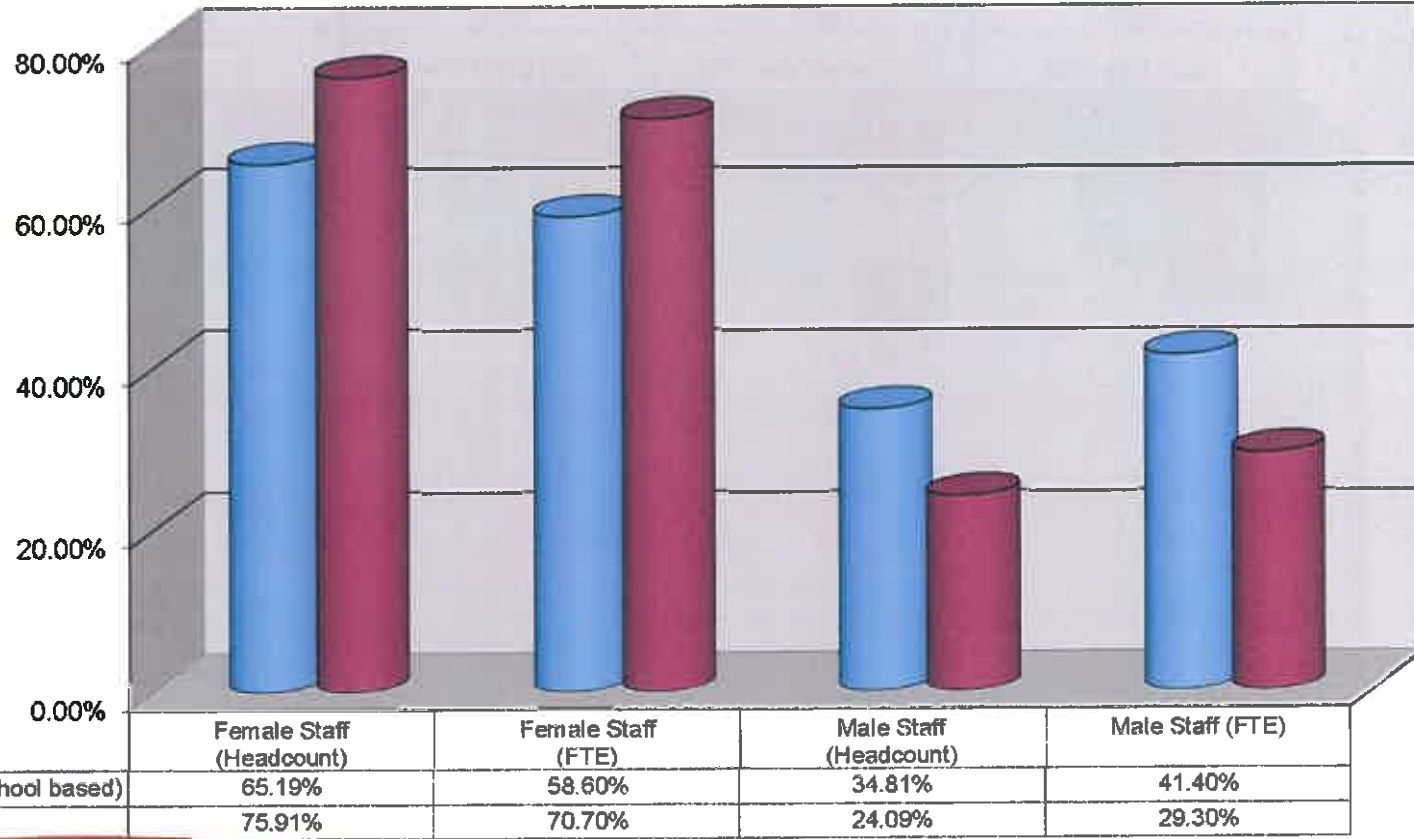


The reduction in the workforce has produced no significant changes to the gender breakdown of the workforce since last year. A large proportion of female staff tend to be part time workers in the more lower paid jobs. The profile shows that women make up a large part of the workforce – approximately 65% to 35% (female to male) and this has remained fairly stable over the last 7 years. The workforce reductions have not had a disproportionate affect on either gender, however it is interesting to note that although 45% of the top 5% of earners are now female this is a 2% reduction on last year.

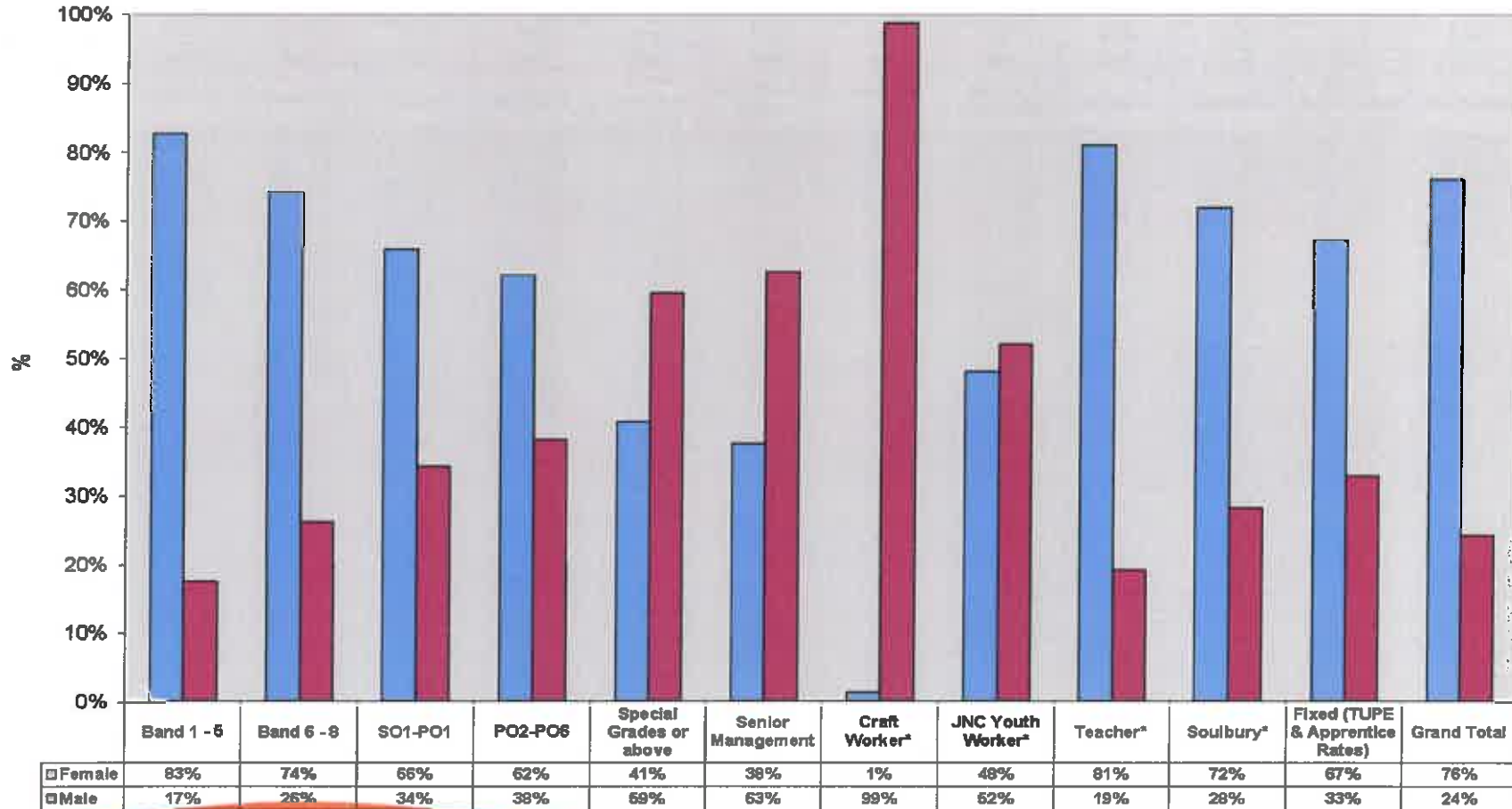
WORKFORCE PROFILE – GENDER – HEADCOUNT & FULLTIME EQUIVALENT (FTE) as of 30th June 2016



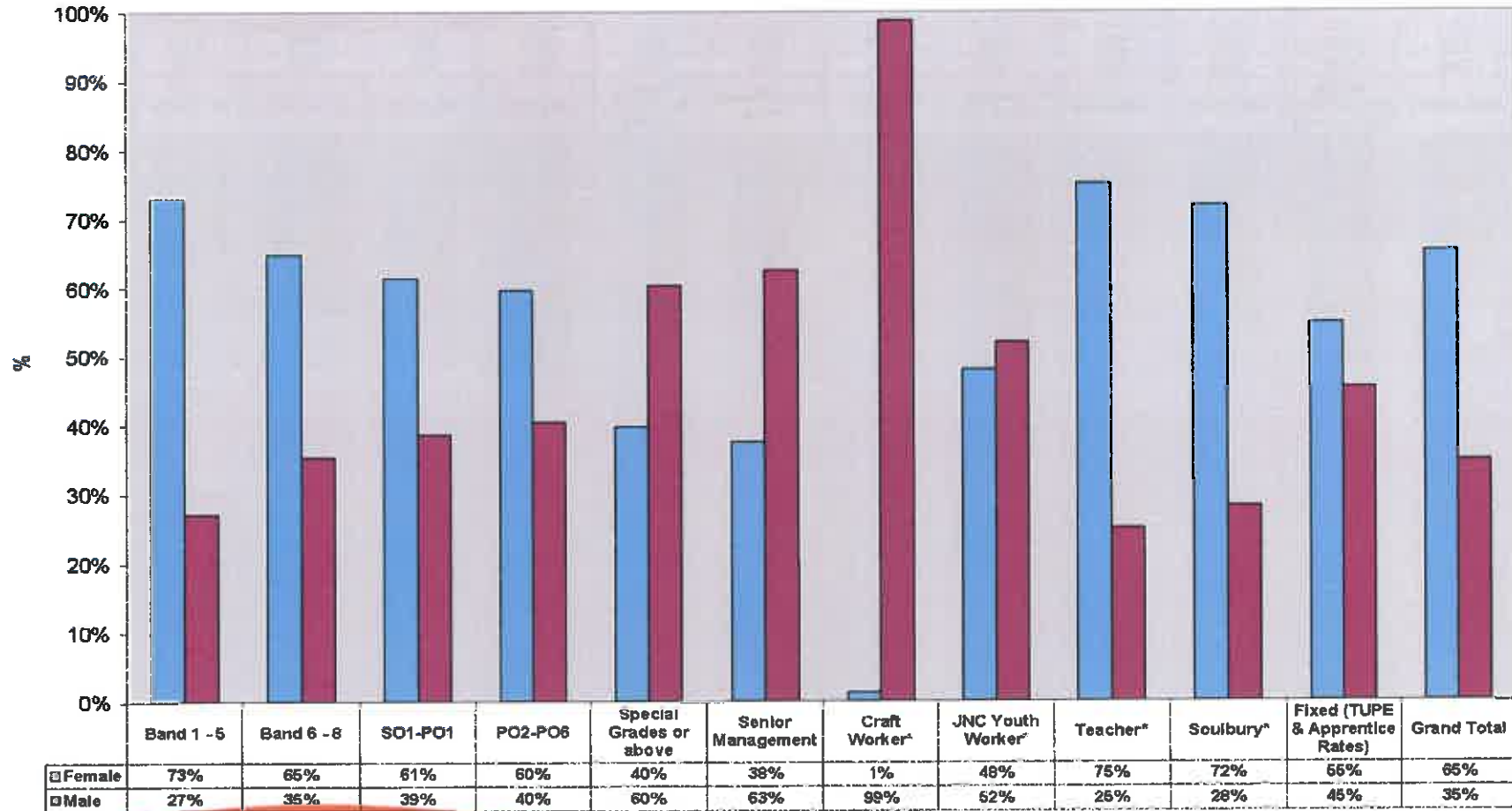
WORKFORCE PROFILE – GENDER – AS A PERCENTAGE OF HEADCOUNT & FULLTIME EQUIVALENT (FTE) as of 30th June 2016



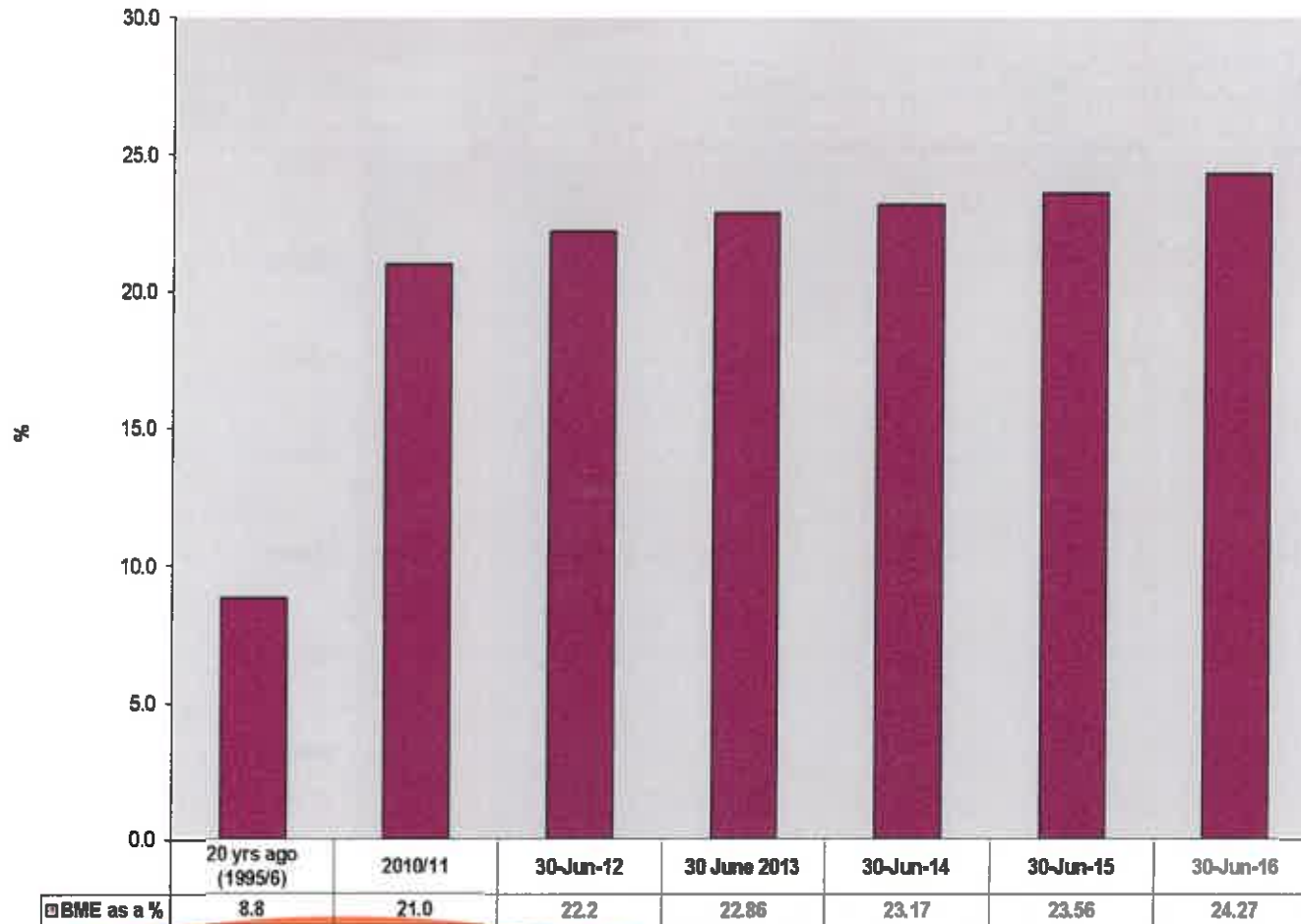
WORKFORCE PROFILE 30 JUNE 2016 – GENDER BY GRADES INCLUDING SCHOOLS (apart from * which shows categories)



WORKFORCE PROFILE 30 JUNE 2016 – GENDER BY GRADES EXCLUDING SCHOOLS (apart from * which shows categories)

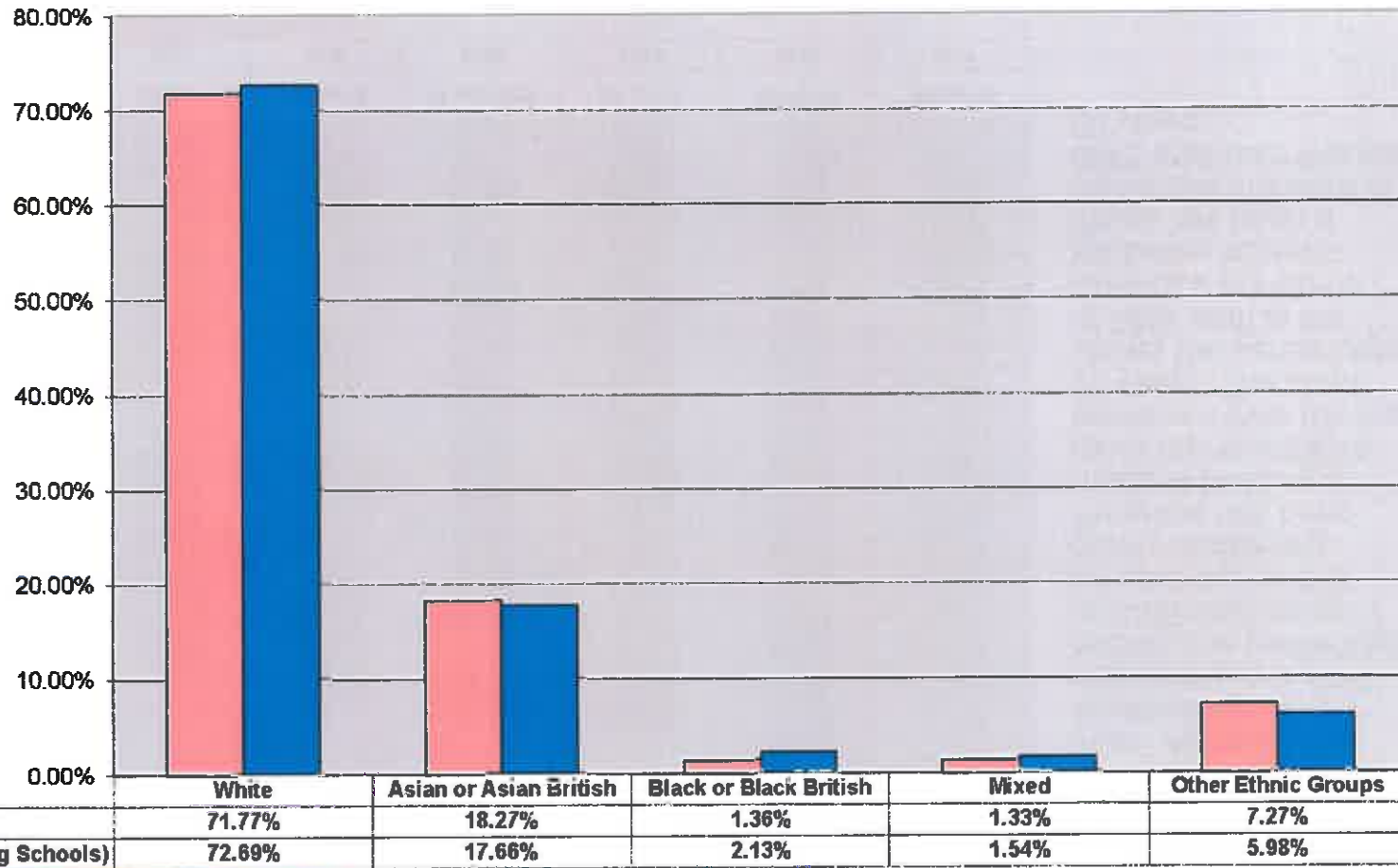


WORKFORCE PROFILE – ETHNICITY as of 30th June 2016



The reduction in the workforce has produced no significant changes to the ethnic breakdown since last year. Although the organisation is employing less staff overall, the percentage of BME staff remains proportional and is slowly increasing. Progress has been made in building a more representative workforce over the last 20 years. The chart shows the percentage of BME staff in the Council's workforce excluding schools. There has been a significant increase of BME staff over the past 20 years.

WORKFORCE PROFILE – ETHNICITY as of 30th June 2016

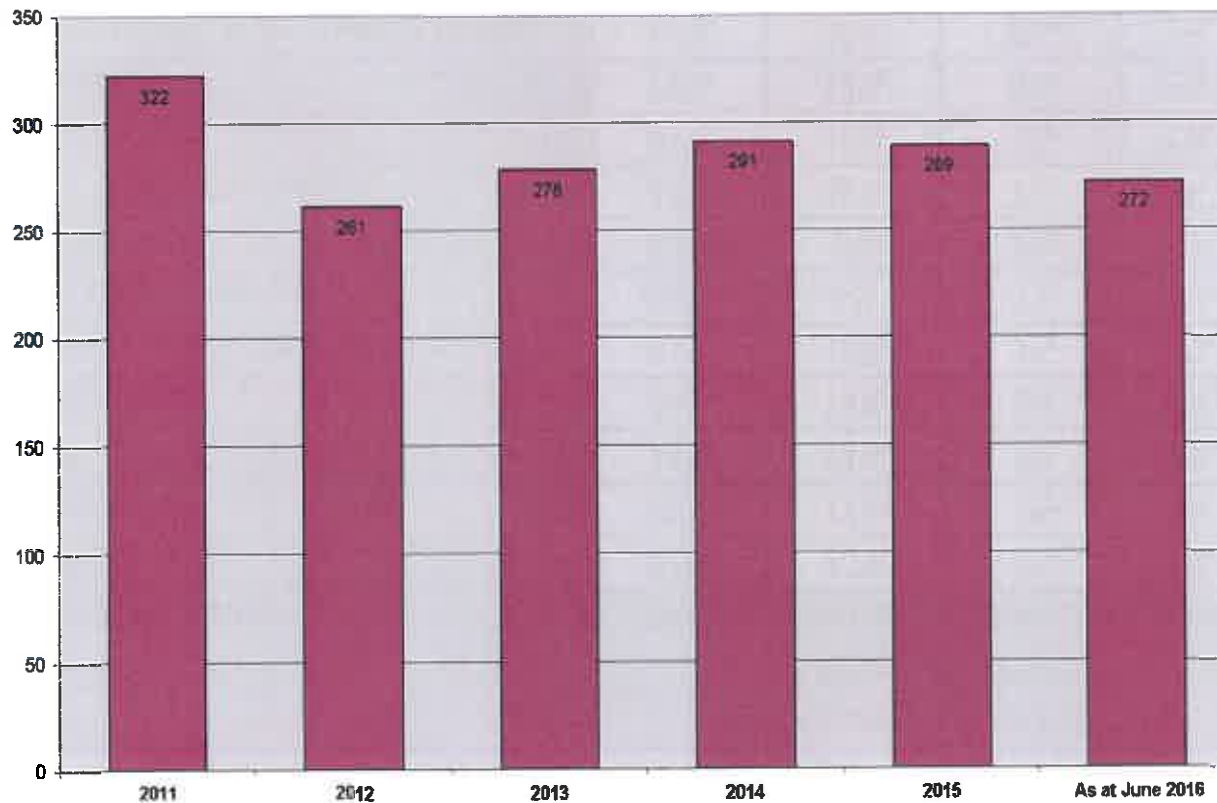


WORKFORCE PROFILE – GRADES BY ETHNICITY

as of 30 June 2016 (apart from * which only shows categories)

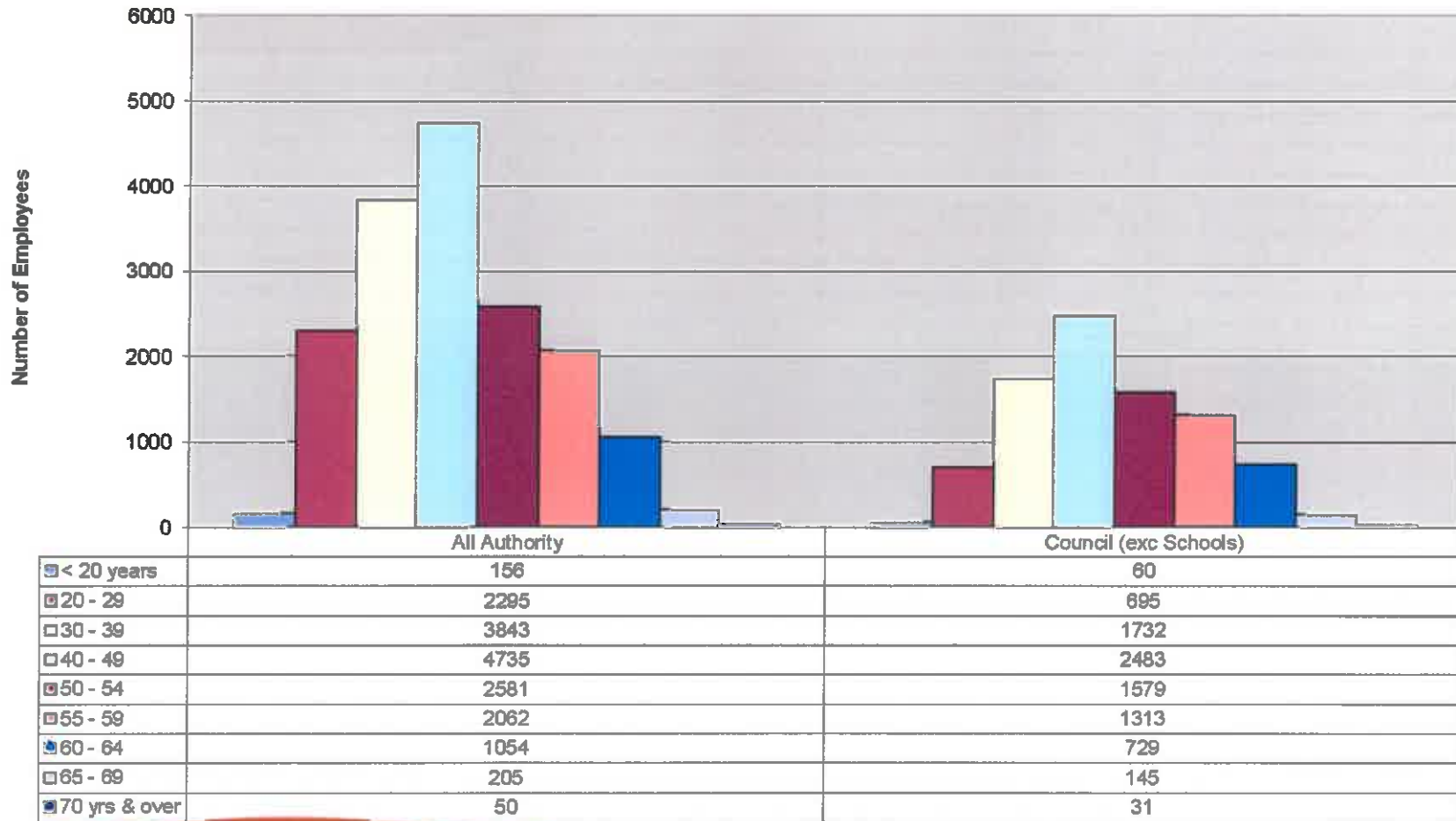
Ethnic Category	White	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	Authority Total
Band 1 - 5	67%	23%	1%	1%	8%	44.5%
Band 6 - 8	73%	17%	1%	2%	7%	22.1%
SO1 - PO1	74%	14%	3%	2%	7%	8.0%
PO2 - PO6	76%	14%	3%	2%	5%	7.4%
Special Grades or other above PO6	81%	10%	3%	2%	4%	0.9%
Senior Management	88%	4%	0%	0%	8%	0.1%
Craft Worker*	90%	2%	2%	1%	5%	1.0%
JNC Youth Worker*	45%	32%	7%	2%	15%	0.7%
Teacher*	81%	10%	1%	1%	8%	14.1%
Soulbury*	75%	14%	0%	2%	9%	0.4%
Fixed (TUPE & Apprentice Rates)	47%	36%	0%	2%	15%	0.8%
Grand Total	71.8%	18.3%	1.4%	1.3%	7.3%	100%

WORKFORCE PROFILE – AGE EMPLOYMENT OF YOUNGER PEOPLE – as of 30th June 2016

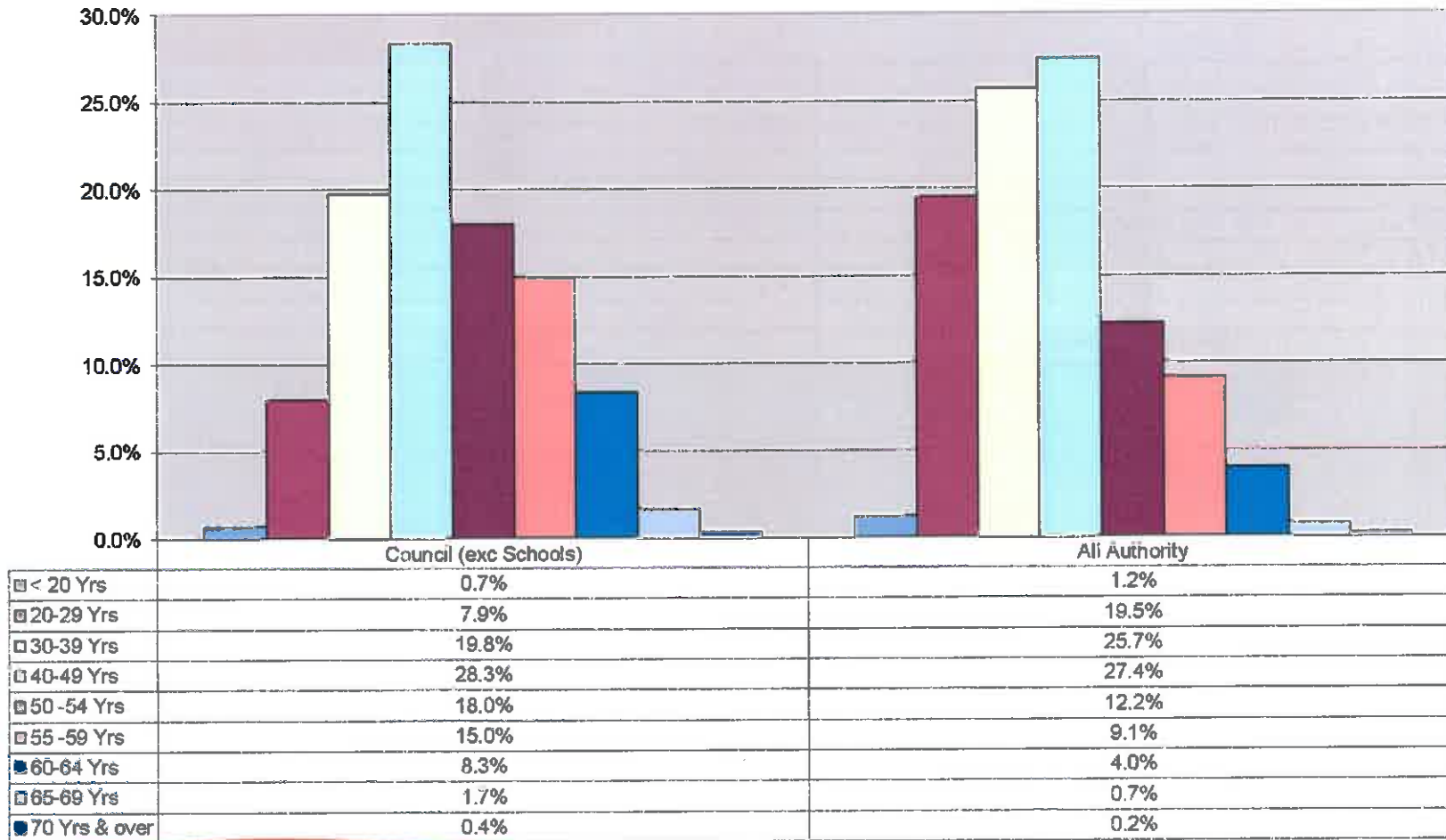


The number of staff under 25 years of age reduced significantly between 2010 and 2012. This was as a consequence of reduced recruitment overall and the original under 25's growing older. The Council introduced an Apprenticeship & Traineeship Scheme in order to help address this decline and numbers started to increase, it is anticipated that the number staff under 25 will increase further in the coming years as the Council recruits more apprentices. The average age of the workforce (excluding Schools) has remained at 46 years old.

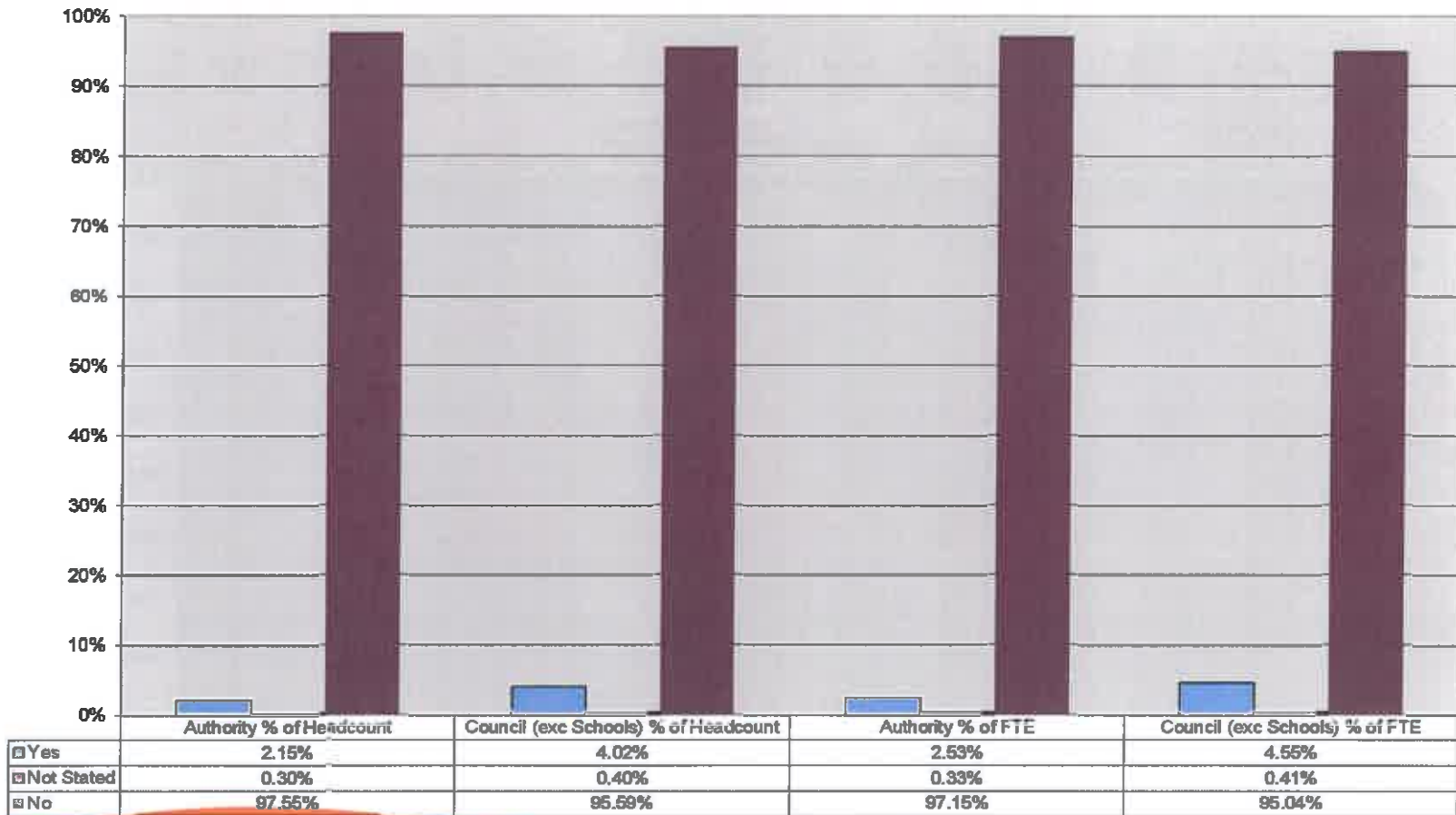
WORKFORCE PROFILE – AGE – HEADCOUNT as of 30th June 2016



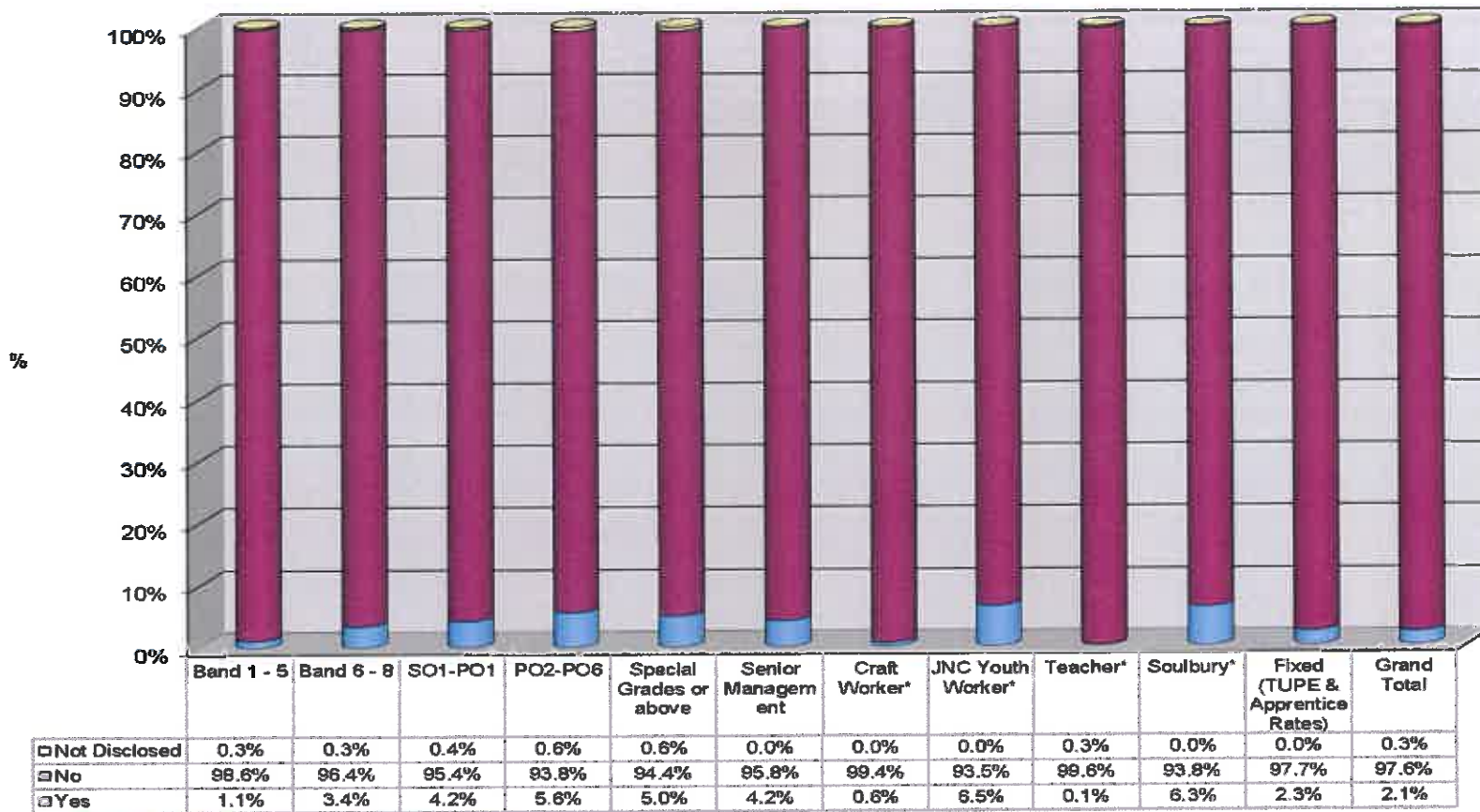
WORKFORCE PROFILE – AGE – AS A PERCENTAGE as of 30th June 2016



WORKFORCE PROFILE – DISABILITY – as of 30th June 2016



WORKFORCE PROFILE – GRADES BY DISABILITY (INCLUDING SCHOOLS) (apart from * which only shows categories) – as of 30th June 2016



WORKFORCE PROFILE – GRADES BY DISABILITY (EXCLUDING SCHOOLS) (apart from * which only shows categories) – as of 30th June 2016



WORKFORCE PROFILE – PERFORMANCE DATA

	Top 5% Female @ 30 June 2015)	Top 5% Female @ 30 June 2016)	Top 5% BME @ 30 June 2015	Top 5% BME @ 30 June 2016	% Disabled Employees @ June 2015	% Disabled Employees @ June 2016	% BME Employees @ June 2015	% BME Employees @ June 2016
Council (excluding School based)	47.20	44.92	14.84	14.45	4.33	4.01	23.56	24.27
Authority	N/A	N/A	N/A	N/A	2.33	2.17	23.04	23.57

LABOUR TURNOVER 2015/16

Council (excluding School based) – 11.22%

Authority – 16.68%

DISCIPLINARY CASES (EXCLUDING SCHOOLS) – 2015 (with comparison to 1 Jan 2014 – 31 Dec 2014)

Ethnic Category	2014	2015
White	46	53
Asian or Asian British	8	9
Black or Black British	2	5
Mixed	2	2
Any Other Ethnic Group	3	2
Not Stated	2	1
Grand Total	63	72

Age Banding	2014	2015
under 20	0	1
20 - 29	1	8
30 - 39	8	12
40 - 49	22	20
50 - 59	25	22
60 - 69	7	9
Grand Total	63	72

Disability	2014	2015
Yes	6	6
No	57	66
Grand Total	63	72

Gender Key	2014	2015
Female	32	23
Male	31	49
Grand Total	63	72

GRIEVANCES/COMPLAINTS (EXCLUDING SCHOOLS) – 2015 (with comparison to 1 Jan 2014–31 Dec 2014)

Ethnic Category	2014	2015
White	19	19
Asian or Asian British	5	1
Black or Black British	2	1
Any Other Ethnic Group	1	1
Mixed	0	1
Not Stated	0	2
Grand Total	27	25

Disability	2014	2015
Yes	3	3
No	24	22
Grand Total	27	25

Age Category	2014	2015
20 - 29	0	1
30 - 39	3	3
40 - 49	7	6
50 - 59	14	12
60 - 64	3	3
65 & over	0	0
Grand Total	27	25

Gender Key	2014	2015
Female	13	12
Male	14	13
Grand Total	27	25

ENGAGEMENT WITH EMPLOYEES

Communication channels used within the Council include regular messages from Corporate Management Team (the Chief Executive and all Strategic Directors) on the Council's internal website (known as BradNet Portal). The Chief Executive has also introduced a monthly Blog to update staff on her work and key issues and challenges for the organisation.

The Council also has Pride @ Work Express (a staff newsletter in various formats taking into account employees various forms of disability), Managers Express and change update (aimed at 4th Tier Managers).

The Council holds regular Corporate Equality Group meetings with champions from each Department.

ENGAGEMENT WITH TRADE UNIONS

Effective change management is based on ongoing engagement between the Council and Trade Unions as well as specific consultation / negotiation on individual change issues.

This engagement enables the Council to discuss with Trade Unions, at an early stage, significant developments which may impact on employees and enable the Council to understand and respond to Trade Union issues before formal implementation commences.

All reports to Executive on any change issue include a statement on the unions' views in relation to the proposals, in order to inform the report.



Report of the Chair of the Corporate Overview and Scrutiny Committee to be held on Thursday 26 October 2017

P

Subject:

Corporate Overview and Scrutiny Committee – Work Programme 2017/18

Summary statement:

This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18.

Cllr Arshad Hussain
Chair – Corporate Overview and Scrutiny
Committee

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
Email: mustansir.butt@bradford.gov.uk

Portfolio:

**Corporate.
Safer and Stronger Communities**

Overview & Scrutiny Area:

Corporate

1. SUMMARY

- 1.1 This report includes the Corporate Overview and Scrutiny Committee work programme for 2017/18, which is attached as appendix 1 to this report.

2. BACKGROUND

- 2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

3. OTHER CONSIDERATIONS

- 3.1 The Corporate Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about customer services and e-government, that improve the Councils ability to deliver, govern and change, community cohesion and all other corporate matters not falling within the responsibility of any other Overview and Scrutiny Committee.” (Council Constitution, Part 2, 6.2.1).

- 3.2 The remit of this Committee also includes:

- the co-ordination of the discharge of the Overview and Scrutiny role within the Council and in relation to external bodies;
- supporting the Executive through its contribution towards the improvement of the Council’s performance;
- co-ordinating the development of the Overview and Scrutiny role within the Council.

- 3.3 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.

- 3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Maintaining and Overview of the Councils Financial position, is a key area of work for the Corporate Overview and Scrutiny Committee.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risk Management is regularly scrutinised by this Committee.

6. LEGAL APPRAISAL

6.1 None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

A key priority of work for this Committee related to the Overview and Scrutiny of the strategies, plans, policies, functions and services directly relevant to the priority of Safer and Stronger Communities.

As well as this, the Corporate Overview and Scrutiny Committee is also the authority's Crime and Disorder Committee under the provisions of Section 19 of the Police and Justice Act 2006.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

- 4.1 The Committee may choose to add to or amend the topics included in the 2017-18 work programme for the committee.
- 4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

10. RECOMMENDATIONS

- 9.1 That members consider and comment on the areas of work included in the work programme.
- 9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

11. APPENDICES

Appendix One – 2017-18 Work Programme for the Corporate Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.

Democratic Services - Overview and Scrutiny

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Wednesday, 19th July 2017 at City Hall, Bradford.			
Chair's briefing 28/06/2017. Report deadline 06/07/2017.			
1) Annual Finance and Performance Outturn Report 2016-17.		Stuart Mckinnon-Evans/Andrew Cross/Dave Preston.	
2) Medium Term Financial Strategy.		Stuart Mckinnon-Evans/Tom Caselton.	
3) First Quarter Financial Position Statement.		Stuart Mckinnon-Evans/Andrew Cross.	
4) Council Tax Reduction Scheme.	Report to include further options for the development and delivery of future Council Tax Support.	Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
5) DRAFT 2017-18 Corporate Overview and Scrutiny Work Programme.	Discussion and agreement over the areas of work for the Committee to focus on, in this Muncipal Year.	Mustansir Butt.	
Tuesday, 8th August 2017 at City Hall, Bradford.			
Report deadline 28/07/2017.			
1) Council Tax Reduction Scheme.	Proposals for the new scheme.	Martin Stubbs.	Corporate Overview and Scrutiny Committee recommendation from Wednesday 19 July 2017.
Thursday, 28th September 2017 at City Hall, Bradford.			
Chair's briefing 06/09/2017. Report deadline 14/09/2017.			
1) Prevent Action Plan for the District.		Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 12 August 2016.
2) LGA Peer Review.	Key Findings and recommendations.	Kate McNicholas David Greenwood.	
3) Business Rates.		Martin Stubbs.	

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 28th September 2017 at City Hall, Bradford. Chair's briefing 06/09/2017. Report deadline 14/09/2017. 4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 26th October 2017 at City Hall, Bradford. Chair's briefing 09/10/2017. Report deadline 12/10/2017. 1) Review of the Councils response to the December 2015 Floods. 2) Water Management Scrutiny Review. 3) Council Wide Managing Attendance.	Key Findings and Recommendations. Progress update, with a specific focus on service areas where sickness levels are significantly high such as Children's Services, Health and Wellbeing and Environment & Sport.	John Major. Mustansir Butt. Sue Dunkley/Michelle Moverley.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 5 April 2017.
4) Talent Management: A Workforce Development Programme for Bradford Council. 5) Equality Objectives. 6) Work Planning.	Progress against the Equality Objectives. There is a need to regularly review the work programme, in order to prioritise and manage resources.	Sue Dunkley/Tina Lafferty. Kathryn Jones. Mustansir Butt.	Corporate Overview & Scrutiny Recommendation from Thursday 11 August 2016.
Thursday, 23rd November 2017 at City Hall, Bradford. Chair's briefing 01/11/2017. Report deadline 09/11/2017. 1) Mid Year Finance and Performance Outturn Report. 3) Arrangements by Bradford Council and its Partners to tackle Child Sexual Exploitation.		Stuart McKinnon-Evans/Dave Preston. Mark Griffin.	Corporate Overview & Scrutiny Committee recommendation from Thursday 8 October 2016.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 23rd November 2017 at City Hall, Bradford.			
Chair's briefing 01/11/2017. Report deadline 09/11/2017.			
4) Families First.	Report to focus on actual outcomes for families on the programme and the cost benefit analysis for Bradford's Families First Programme.	Martyn Stenton/Mark Anlsow.	Corporate Overview & Scrutiny recommendation from Thursday 11 August 2016. Further updates after 10 October 2017 Executive.
5) Work Planning.	There is a need to regularlay review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 21st December 2017 at City Hall, Bradford.			
Chair's briefing 29/11/2017. Report deadline 07/12/2017.			
1) Bradford District Partnership.	Annulal report, which also provides a breakdown of the costs associated with the work of the Partnership.	Alison Milner/Kate McNicholas.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 14 December 2016.
2) Safer & Stronger Communitis Plan.		Ian Day/Rebecca Trueman.	
3) Hate Crime.	Update and baseline information for Bradford, in comparison with other authorities.	Ian Day.	Request from Chair.
4) Community Cohesion.	Update on projects undertaken in the last 12 months, with key outcomes.	Ian Day.	Request for Corporate O&S Chair.
5) Work Planning.	There is a need to regularly review the work programme, in order to pioritise and manage resources.	Mustansir Butt.	
Thursday, 25th January 2018 at City Hall, Bradford.			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
1) Risk Management across the Council.	Progress report.	Stuart McKinnon-Evans/Mark St Romaine.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 11 January 2017.
2) The impact of leaving the European Union on the Bradford District.	Further report be presented within two months of Article 50 of the Treaty of Lisobon being triggered.	Kate McNicohlas/John Ohare.	Corporate Overview & Scrutiny Committee recommendation from Thursday 6 October 2016.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 25th January 2018 at City Hall, Bradford.			
Chair's briefing 03/01/2018. Report deadline 11/01/2018.			
3) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Wednesday, 21st February 2018 at City Hall, Bradford.			
Chair's briefing 31/01/2018. Report deadline 08/02/2018.			
1) Poverty Scrutiny Review.	Proverty Strategy be presented, which also includes quantifiable data that analyses the impact of activities that are being undertaken as part of the Strategy.	Martin Stubbs/Helen Johnstone/Sarah Possingham.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
2) Discretionary Housing Payments.		Martin Stubbs.	Corporate Overview & Scrutiny Committee recommendation from Thursday 2 February 2017.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 22nd March 2018 at City Hall, Bradford.			
Chair's briefing 28/02/2018. Report deadline 08/03/2018.			
1) Prevent Action Plan for the District.	Progress update and also clarification on on reporting progress against Bradford's Prevent Action Plans. Report to also contain a breakdown of grants that are made available for Bradford's Prevent Programme.	Ian Day/Michael Churley.	Corporate Overview & Scrutiny Committee recommendation from Thursday 28 September 2017.
2) People Can.	Follow-on from LGA Peer Review, focusing on engaging with residents.	Alison Milner/David Greenwood.	Corporate Overview and Scrutiny Committee recommendation from Thursday 28 September 2017.

Corporate O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda	Description	Report	Comments
Thursday, 22nd March 2018 at City Hall, Bradford.			
Chair's briefing 28/02/2018. Report deadline 08/03/2018.			
3) The impact of funding of the Pension Fund on the Council's budgets.		Rodney Barton/Stuart Mckinnon-Evans.	
4) Progress against the Flooding Scrutiny Review recommendations.	To also include progress against the Flooding Resliance Action Plan.	Steve Hartley.	Corporate Overview & Scrutiny Committee recommendaion from Thursday 29 September 2016.
5) Business Rates.		Martin Stubbs.	Corporate Overview and Scrutiny Committee recommednation from Thursday 28 September 2017.
6) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	
Thursday, 19th April 2018 at City Hall, Bradford.			
Chair's briefing 28/03/2018. Report deadline 05/04/2018.			
1) Estates Update.	To include Estates, Investment and Property Programme.	Ben Middleton/Steph Moore.	Corporate Overview and Scrutiny Recommendation from Thursday 1 December 2016.
2) Councils' IT Digital Strategy.		David Cawthray.	Corporate Overview & Scrutiny Committee recommendation from Wednesday 29 June 2016.
3) Council Tax Collection.		Mustansir Butt.	
4) Resolution Tracking.	Monitoring the progress of recommendations made by Corporate Overview and Scrutiny.	Mustansir Butt.	
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage resources.	Mustansir Butt.	

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

Corporate O&S Committee

Agenda item	Item description	Author	Management
1	Action Planning from the Joint Review - (Domestic Violence).	Jenny Cryer.	
2	Industrial Services Updates. Quarterly Updates to members.	Ben Middleton/Peter Keeley/Paul Egan.	
3	Policing in the District. Information on progress to be circulated to members.	Ian Day.	
4	To consider the internal finance options for the Council's Commercial Services.		
5	Verbal update from Bradfords representatives on the West Yorkshire Police and Crime Panel.	Cllr Tariq Hussain/Cllr Steve Pullen/Cllr Adrian Mallinson.	
6	Third Quarter Financial Position Statement.	Stuart Mckinnon-Evans.	
7	LGA Peer Review. Progress against the Improvement Plan be considered in 12 month time.	Alison Milner/David Greenwood.	
8	Housing Benefit Appeals Backlog.	Martin Stubbs.	

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