

Public Document Pack



Agenda for a meeting of the Environment and Waste Management Overview & Scrutiny Committee to be held on Tuesday, 17 April 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN
Gibbons Senior	A Ahmed Berry Mohammed Watson	Stubbs	Love Warnes

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN
Ellis Rickard	Duffy Iqbal H Khan Nazir	R Sunderland	H Hussain

NON VOTING CO-OPTED MEMBERS

Nicola Hoggart

Environment Agency

Julia Pearson

Bradford Environment Forum

Notes:

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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:

Michael Bowness

Interim City Solicitor

Agenda Contact: Jane Lythgow

Phone: 01274 432270

E-Mail: jane.lythgow@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. 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.

(Jane Lythgow/Tracey Sugden – 01274 432270/434287)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

None.

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. BRADFORD BECK PILOT STUDY

1 - 12

Previous Reference: Minute 75 (2016-17)

The Strategic Director, Place will present a report (**Document “AJ”**) which outlines progress on the on-going collaboration between officers and Friends of Bradford’s Becks over the last year.

Recommended –

- (1) That the Friends of Bradford’s Becks and the Strategic Director, Place be requested to work jointly on studies and proposals for the Canal Road Area.**
- (2) That the Friends of Bradford’s Becks be invited to report back in a year’s time.**
- (3) That Document “AJ” be noted and that the on-going collaboration between officers and the Friends of Bradford’s Becks be supported.**

Edward Norfolk – 01274 433905

6. BRADFORD DISTRICT CYCLING STRATEGY 2016-2026

13 - 26

Previous References: Minute 77 (2016-17)
Executive, Minute 56 (2017-18)

Members will recall that “Keeping the Wheels Spinning” – the Bradford District Cycle Strategy 2016-2026, co-produced with the local cycling community, key cycling charities and the Council, was endorsed by this Committee at its meeting in April 2017 and the meeting of the Executive in November 2017.

The Strategic Director, Place will present a report (**Document “AK”**) which provides an update on progress with implementing the Bradford District Cycle Strategy and Action Plan Top Ten Priorities.

Recommended –

- (1) That the content of the Action Plan “Top 10 Priorities” as recommended by the meeting of B-Spoke on 19 February 2018 (Appendix 1 to Document “AK”) be noted.**
- (2) That officers from Planning, Transportation and Highway Service be requested to meet with members of B-Spoke – the Bradford Cycle Forum at their quarterly meetings as appropriate in order to work in partnership to deliver on common objectives in accordance with the “Keeping the Wheels Spinning” – Bradford District Cycle Strategy 2016-2026.**

(Bhupinder Dev – 01274 432012)

7. BIODIVERSITY SCRUTINY REVIEW 27 - 48

Previous Reference: Minute 37 (2017-18)

Document “AL” contains as a draft the findings of the recent Biodiversity Scrutiny Review undertaken by the Committee.

Recommended –

That the findings and recommendations contained with the draft Biodiversity Scrutiny Review report be adopted.

(Mustansir Butt – 01274 432574)

8. RESOLUTION TRACKING 2017-18 49 - 60

The Chair of the Committee will present a report (**Document “AM”**) which details the progress made against the resolutions passed by this Committee during the 2017-18 Municipal Year.

Recommended –

That Members consider and comment on the recommendations made in the 2017-18 Municipal Year, with particular focus on recommendation areas where no or insufficient progress has been made.

(Mustansir Butt – 01274 432574)

9. **BRADFORD FORSTER SQUARE FULL BUSINESS CASE
PROCUREMENT**

61 - 72

Previous Reference: Minute 53 (2017-18)

Members are aware from previous discussion that the redevelopment of Bradford Forster Square rail station is one was of the key schemes of the £1bn+ West Yorkshire plus Transport Fund (WY+TF). The project achieved Outline Business Case funding approval from the West Yorkshire Combined Authority and was allocated £3.6m to develop the Full Business Case submission.

Members are asked to consider **Document “AN”**, a report of the Strategic Director, Place which presents the results of a review of the procurement options for the development of the Full Business Case as well as the resulting preferred procurement strategy.

Recommended –

- (1) That the procurement strategy of appointing a design and build partner for the development of proposals for Forster Square station be endorsed.**
- (2) That the actions taken to date to facilitate utilisation of the design and build approach through the appointment of an industry partner to develop the invitation to tender.**

(Richard Gelder – 01274 437603)

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Report of the Strategic Director of Place to the meeting of Environment and Waste Management Overview and Scrutiny Committee to be held on 17th April 2018.

AJ

Subject:

Bradford Beck Pilot Study

Summary statement:

The Bradford Beck Pilot Study was first discussed by members in April 2013 and again in subsequent committees. It was resolved that the ongoing collaboration between officers and Friends of Bradford Beck be supported; also that the Friends of Bradford Beck be congratulated for the work they have undertaken throughout the years. This report outlines progress made in the financial year 2017- 2018.

Strategic Director:

Steve Hartley
Strategic Director of Place

Portfolio:

Regeneration, Planning & Transport

Report Contact:

Edward Norfolk
Principal Drainage Engineer
Phone: (01274) 433905
E-mail: edward.norfolk@bradford.gov.uk

Overview & Scrutiny Area:

Environment & Waste Management.



1. SUMMARY

Since the Committee meeting of 18th April 2017 there have been a number of meetings and developments between Council Officers in various sections and Friends of Bradford's Becks (FOBB). This report outlines the work carried out over the last year in collaboration to the catchment plan produced by FOBB that was supported by the Environment and Waste O&S Committee in 2013.

2. BACKGROUND

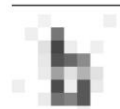
During the course of the year there have been numerous meetings and developments involving FOBB and Council Officers in relation to Bradford Beck. The various projects and initiative are discussed below:

Local Levy Funded Projects

As discussed in last years report, following the floods of Decemeber 2015 it was recognised that there was a need need for a long term strategic approach to managing flood risk and associated envionmental impacts across the Bradford district. In idenitifying this need the Council worked with the Environment Agency to scope and develop a Bradford Flood Programme Board. The Board agreed that, alongside ongoing scheme development, it is a priority to focus on identifying and delivering cost-beneficial solutions to areas within the district that are at risk of flooding. The Programme Board were able to secure local levy funding to help deliver aspirations and the following work has been funded through this govenernece structure within the financial year 2017/ 18.

Following the success of the River Stewardship pilot project in 2016/17, In collabaoration with FOBB and the Aire Rivers Trust, further funding was secured to undertake a River Stewardship programme for 2017/18. The overall aim of River Stewardship for Bradford is to create a sustainable and active network of citizens looking after Bradford's rivers, delivering activities including debris clearance, invasive species control, backside maintenance and riparian landowner engagement to support flood risk and resilience activities on behalf of the community.

The Shipley Canal Road Corridor Flood Risk and Benefits Study is nearing completion. The purpose of the study is to investigate the multiple benefits that flood risk schemes 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 within the Shipley and Canal Road Corridor alongside Bradford Beck. In developing the study, a workshop was held on the 19th January 2018 with the purpose of presenting the outputs of the study to local stakeholders. Input from local stakeholders is important in developing an approach that will gain acceptance within the community and so facilitate progression through the latter stages of community engagement on proposed works. Invites were issued to 35 representatives covering 21 different organisations. The final study is due to be published in April 2018 and will outline the Strategic Outline Case for the renaturalisation works and the measures to be taken to proceed the project to a Full Business Case with the aim of attracting the necessary funds to implement the proposals.



European Project

The re-naturalisation works also form part of the successful funding bid to the EU North Sea Interreg Vb programme project BEGIN (Blue / Green infrastructure through social innovation) which was approved in early September 2016 to EU North Sea Region Secretariat; The Lead Partner being the Municipality of Dordrecht in the Netherlands. The scheme is progressing and will help support the aspirations of the Councils Green Infrastructure Study. The emerging approach in respect of Green Infrastructure and flood risk is based on the creation of a Linear Park along the length of Bradford Beck, restoring the natural character of the beck, retaining areas of natural floodplain, introducing new areas and enhancing existing areas of greenspace whilst incorporating sustainable drainage within new developments. The BEGIN projects also aims to engage with communities to increase awareness of the Beck and its catchment..

Pollution Prevention Working Group

To tackle the ongoing historically pollution and ecological concerns over the water quality and embankment quality within Bradford Beck, the Council alongside FOBB the Environment Agency and Yorkshire Water have set up a working group to share the challenges we all face and how these might be dealt with for the short, medium and long term. The collaborative catchment approach could influence a gradual change in the improvements necessary on Bradford Beck and increase the awareness of the issues within each organisation. The group was established following a report prepared by Friends of Bradford Becks that provided a sound and proper evidence base of the type and frequency of a range of pollution incidents within the Bradford Beck catchment. As Bradford Beck forms a big part of the Council's strategic aspirations for growth and regeneration along the Shipley and Canal Road Corridor, it's appearance and condition are an important part of future aspirations and strategies. The group has discussed the complexities within the regulatory frameworks in preventing pollution and similar constraints within the objectives of various funding mechanisms that could be used to prevent pollution. The group has identified that a lack in resource in reporting pollution incidents makes pin pointing the source of incidents difficult and has therefore identified the need to develop a range of strategies to improve the reporting procedures.

Monitoring

The Open Data Institute Leeds in conjunction with the Council continue to maintain the LoRaWAN (Long range wide area network) coverage of the city centre and Canal Road corridor is been established to facilitate 3 sensors in measuring water levels on Bradford Beck and its tributaries. Currently the 3 sensors are in place and sending live updates which can be viewed on the 'Flood Network' <https://map.flood.network/> together with Environment Agency water level gauges on the Beck and River Aire in Shipley. The data are also published as open data on DataMill North, and the LoRaWAN network is 'open' and available for anyone to use free of charge via 'The Things Network Leeds – Bradford'. The network can provide live information on flood risk and the data can be used in conjunction with rainfall measurements from Council gauges in Thornton and Britannia House to gain a better understanding of the performance of Bradford Beck and the flood alleviation tunnel. This Internet of Things (IoT) infrastructure can be used for many other purposes and provides a resource for the Council, academic researchers, local businesses and the public.



3. OTHER CONSIDERATIONS

The Friends of Bradford Becks have worked on a broad range of projects over the year and a copy of their activities for 2017 – 18 is included as appendix 1.

The Environment Agency has been approached on pollution incidents that have been reported on Bradford Beck and its tributaries. This data is included within appendix 2.

4. FINANCIAL & RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

None

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION



None

7.7 WARD IMPLICATIONS

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

1. That the Friends of Bradford's Becks and the Strategic Director, Place be requested to work jointly on studies and proposals for the Canal Road Area.
2. That the Friends of Bradford's Becks be invited to report back in a year's time.
3. That Document AJ be noted and that the ongoing collaboration between officers and the Friends of Bradford's Becks be supported.

11. APPENDICES

Appendix 1 - Friends of Bradford Becks summary of activities 2017 – 18

Appendix 2 - Environment Agency Pollution Incidents 2017- 18

12. BACKGROUND DOCUMENTS

Bradford's Becks – a New Lease of Life

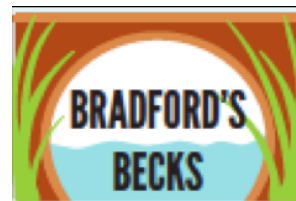
Available online from:

<http://bradfordbeckdotorg.files.wordpress.com/2013/02/bradfordsbecksfinalweboptimised.pdf>



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Friends of Bradford's Becks summary of activities 2017-18



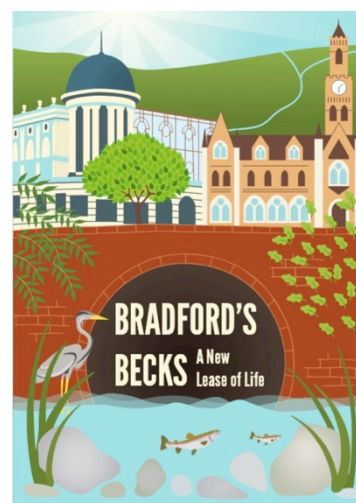
Friends of Bradford's Becks report to Environment and Waste Management O&S Committee, April 2018

Introduction

The Friends of Bradford's Becks (FOBB) is a community group of Bradford based residents and ecologists. We are keen to see the eventual restoration of the Bradford Beck river system as a contribution to the quality of the city. FOBB was formed to achieve the six visions in the catchment management plan¹ which was written after widespread consultation during 2011. The visions are:

- clean (i.e. free of pollution)
- visible
- accessible
- thriving (i.e. good ecologically)
- cared for becks
- in a water wise city

The catchment plan was supported by the Environment and Waste O&S Committee in 2013, and officers were requested to give FOBB assistance with the resulting projects. We have reported back to the Committee in April each year since, and this is our report for April 2018.



FOBB activities in 2017-18

FOBB has had most success this year on **Pollution Hunting** projects, with continuing activity on **Awareness** raising and the beginnings of progress on renaturalisation. We have had good engagement from Council Officers in many areas.

Pollution Hunting: Pollution by industrial discharges, failures in the sewer network and misconnections continue to be serious problems. They are often intermittent, making it harder to locate the sources. We completed our pollution hunting activities in which we employed an *Urban Pollution Hunter* to inspect outfalls and open sections of the becks at frequent intervals and gather data on pollution incidents. Four important developments have resulted from this intense data collection:

1. Multiple incidents were followed up by the Environment Agency with about half of them resolved.
2. A special investigation was commissioned by the Environment Agency of Westbrook (where frequency curry pollution was occurring). Eventually a food preparation facility was found to have



Figure 1 Curry in Westbrook

¹ Aire Rivers Trust, 2012. Bradford's Becks: a new lease of life. Available from <https://bradfordbeckdotorg.files.wordpress.com/2013/02/bradfordbecksfinalweboptimised.pdf>

its waste pipes directly plumbed into Westbrook; they have now been re-plumbed!

3. An informal Working Group (Environment Agency, Yorkshire Water, CBMDC and FOBB) has been created by Bradford's Drainage Dept to tackle the ongoing pollution issues, as a result of lobbying by FOBB.
4. A project to review the capacity of Bradford's sewers will be included in Yorkshire Water's next investment period (2020-2025), subject to approval by OFWAT; this is a major achievement for FOBB after 8 years of lobbying.

Our **Awareness** activities have included:

- **Saltaire Festival.** We ran a workshop and information tent on the first weekend of the Festival (9-10 Sept), on the lawn outside Victoria Hall. Several hundred people called in learn more about the Beck and the Listening Sculpture.
- **River of Light.** As part of the Festival of Light event in the city centre (13-14 Oct), we opened up a manhole in Tyrrel St to show hundreds of passers-by the hidden Beck.



Figure 2 (left) The Beck open in Tyrrel St for the River of Light, and (right) workshop at the Saltaire Festival

Last year, we produced a 32-page booklet with six walks around the becks with the support of the Environment Agency. It includes background on the becks, flora and fauna, and a guide to identifying and reporting pollution. We have distributed about 4000 copies, and still have some left.

Miss Connection is our educational project for schools. Our storyteller, Irene Lofthouse, is going into primary schools to give them assemblies about mis-connected drainage and why it is important to only put rain down the drain. She would be happy to deliver the session to any school or community group.

We have written a history of the Bradford Beck which has been published in *The Bradford Antiquary*.

Listening Sculpture. A major disappointment this year has been our decision that we should stop actively seeking funding for the Listening Sculpture. It became clear that it would consume too much of the group's energy and distract us from our priorities.

Renaturalisation. Our big ambition continues to be renaturalisation of the Beck wherever possible. Following out from FOBB's outline design and costing prepared for us by JBA, a local firm of Consultant Engineers, we have had series of discussions with CBMDC Landscape Dept and the BEGIN project (Saira Ali) and the Environment Agency. We are attempting to build a partnership and work together to progress funding and action.

River Stewardship

The Aire Rivers Trust is managing a River Stewardship project for CMBDC, funded through the flood local levy. The overall aim is to create a sustainable and active network of citizens looking after Bradford's rivers and supporting flood risk and resilience activities on behalf of the community. The objectives of Phase 2 of River Aire Care (i.e. 2017-18) are:

1. Create or support at least six "Friends" groups in different areas.
2. Engage with local business owners to get involved in River Stewardship. Establish a programme of clean up days in combination with business owners.
3. Develop strategies for the groups which combine flood resilience with environmental aspects.
4. Successfully bid for continuation funding for 2018-19 and beyond.

ART's project officer is Nick Milsom, and the project is being managed by Barney Lerner and Kevin Sunderland of ART, with support from Kirsty Breaks (CBMDC) and Jenny Barlow (EA). Initial activities include supporting the Higher Coach Rd Residents Group, supporting FOBB, exploring options for Ebor dam in Howarth, and organising litter picks on the Aire at Baildon, Apperley Bridge and Rye Loaf.

Activities planned for 2017-18

Pollution hunting: We will continue with our pollution hunting work, although we no longer have funds to employ anyone to make regular checks of the state of the watercourses.

Footpaths: We plan to complement the walks booklet with signposts on the network of footpaths that run along and across the Becks in the Thornton Valley. The Co-op stores in Allerton have made us one of their charities for the year, which should provide enough funding to carry this out in the first part of 2019.



Event in city centre: We are hoping that there will be another city centre awareness event involving the Beck; we are supporting Brickbox which have submitted a proposal and funding bid.

Walks and litter pick: We have a series of guided walks, all welcome. See the website for details:

Sat 19th May. Pinch Beck and tributaries circular

Thurs 24th May. Chellow Dene and reservoirs circular

Sun 10th June. Loadpit Beck and Little Beck circular

Sat 23rd June. Five becks circular.

And a litter-pick, Saturday 28th April, Chellow Dene.

River Stewardship: We will continue to support the Aire Rivers Trust project.

Renaturalisation: And our big hope is that the renaturalisation project will make real progress – this coming year is probably the critical moment when multiple funding opportunities coincide.

Support in the coming year

We ask for continued support in our campaign to improve Bradford's Becks for both the city's and the environment's benefit. The most important aspects are:

- To continue the campaign against pollution.
- To move the Canal Road renaturalisation project forward.

Barney Lerner
Chair, Friends of Bradford's Becks
barney.lerner@gmail.com

NIRS	Date & Time	Location	NGR	Water Category	Cause of incident	Category of pollutant	Pollutant
1497034	22/01/2017 18:00	Westbrook Beck at University	SE 15344 32729	Category 3 (Minor)	Wrong Connection	Oils and Fuel	Other Oil or Fuel
1497537	24/01/2017 13:29	Laisterdyke	SE 17817 32789	Category 3 (Minor)	Drainage Failure	Organic Chemicals/Products	Pesticides and Biocides
1502060	15/02/2017 17:58	Westbrook Beck at University	SE 15342 32729	Category 3 (Minor)	Unauthorised Discharge or Disposal	General Biodegradable Materials and Wastes	Food and Drink
1510623	25/03/2017 17:41	Owlet	SE 15333 36284	Category 3 (Minor)	Other Unauthorised Activity	Sewage Materials	Crude Sewage
1520409	04/05/2017 11:04	Stables at Bull Greave Beck	SE 13352 33020	Category 3 (Minor)	Other Inadequate Control or Containment	General Biodegradable Materials and Wastes	Other General Biodegradable Material or Waste
1536612	04/07/2017 13:36	Westholme St, Bradford	SE 15963 32929	Category 3 (Minor)	Not Identified	Pollutant Not Identified	Not Identified
1539064	11/07/2017 16:39	Westbrook Beck at University	SE 15339 32728	Category 3 (Minor)	Not Identified	General Biodegradable Materials and Wastes	Food and Drink
1545631	04/08/2017 16:57	Windhill	SE 15144 37600	Category 3 (Minor)	Other Unauthorised Activity	Pollutant Not Identified	Not Identified
1565077	01/11/2017 09:28	Lidget Green	SE 15325 32704	Category 3 (Minor)	Not Identified	Oils and Fuel	Diesel
1569593	23/11/2017 09:53	Owlet	SE 15044 36731	Category 3 (Minor)	Not Identified	Pollutant Not Identified	Not Identified
1569593	23/11/2017 09:53	Owlet	SE 15044 36731	Category 3 (Minor)	Not Identified	Pollutant Not Identified	Not Identified
1572952	12/12/2017 14:06	Shipley	SE 14934 37166	Category 3 (Minor)	Other Unauthorised Activity	Sewage Materials	Crude Sewage

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Report of the Strategic Director of Place to the meeting of Environment & Waste Management Overview and Scrutiny Committee to be held on 17th April 2018.

AK

Subject:

Bradford District Cycle Strategy 2016 - 2026 – Action Plan - Top 10 Priorities

Summary statement:

'Keeping the Wheels Spinning' – Bradford District Cycle Strategy 2016-2026, co-produced with the local cycling community, key cycling charities and the Council, was endorsed by Environment & Waste Management Overview and Scrutiny committee on 18 April 2017 and endorsed by meeting of Executive on 17 November 2017.

This report provides an update on progress with implementing the Bradford District Cycle Strategy and Action Plan – Top 10 Priorities in accordance with the resolution at the meeting of this Committee on 17 April 2017 that a progress report on the key performance indicators and Action Plan be presented in twelve months.

Steve Hartley
Strategic Director of Place

Portfolio:
Planning, Transportation & Highways

Report Contact: Bhupinder Dev,
Team Leader Infrastructure & Local
Plan Implementation
Phone: (01274) 43 2012
E-mail: bhupinder.dev@bradford.gov.uk

Overview & Scrutiny Area:
Environment and Waste Management

1. SUMMARY

- 1.1 'Keeping the Wheels Spinning' – Bradford District Cycle Strategy 2016-2026, co-produced with the local cycling community, key cycling charities and the Council, was endorsed by Environment & Waste Management Overview and Scrutiny committee in April 2017 and endorsed by meeting of Executive on 17 November 2017.
- 1.2 This report provides an update on progress with implementing the Bradford District Cycle Strategy and Action Plan – Top 10 Priorities in accordance with the resolution from the meeting of this Committee on 17 April 2017 that a progress report on the key performance indicators and Action Plan be presented in twelve months.

2. BACKGROUND

- 2.1 The Action Plan is a 'live' document which is intended to function as a catch all for the aspirations of cycling development work in the District. As highlighted in the previous report to this Committee on 18 April 2017, it was proposed that an Action Plan 'Top 10 Priorities' list should form the basis of future reporting to the Committee – to present the key issues as understood by the cycling community, raise awareness of these issues within the authority and explore possible solutions to which the authority might be able to contribute towards or progress.

3. OTHER CONSIDERATIONS

- 3.1 This report is accompanied by Appendix 1 - 'Action Plan - Top 10 Priorities' which has been recommended by the meeting of B-Spoke, the Bradford Cycle Forum which took place on 19 February 2018. The 'Action Plan Top 10 Priorities' seeks to capture the key issues of concern by the cycling community in order to focus the discussions at the committee and inform the authorities work and that of partners and stakeholders .
- 3.2 The Action Plan Top 10 Priorities, , is set out in relation to the objectives as set out in the endorsed 'Keeping the Wheels Spinning' – Bradford District Cycle Strategy 2016-2026. The key issues and opportunities, as listed in the Top 10 Priorities, will form the basis for discussion at the O&S committee meeting on 17 April 2018 with members, officers from the Council and members of BeSpoke – the Bradford Cycle forum. The Objectives are

- 1A. Strategic Route Development
- 1B. Local Network Development
- 1C. Wayfinding and Maintenance
- 1D. Destination Infrastructure
- 2A. Championing Cycling
- 2B. Cycling Training
- 2C. Support for Cycling events & activities
- 3A. Advertising and promotion
- 3B. Educating partners
- 3C. Leadership, responsibility & delegation

- 3.3 It must be noted that the Strategy was endorsed by Environment & Waste Management Overview and Scrutiny committee on 18 April 2017 and endorsed by meeting of Executive on 17 November 2017 rather than formally adopted. This means that the contents of the strategy and the subsequent Action Plan 'Top 10 Priorities' are not binding on the Council but also that the partnership behind it has relative freedom to set out their own ambitions for cycling development in the Bradford District.
- 3.4 It is noted that some of the actions of the Action Plan may lead to other documents being produced that could be formally adopted by the authority and in turn appended to the strategy (e.g. a Local Cycling and Walking Infrastructure Plan, Route Network Strategy) subject to appropriate political scrutiny.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The Action Plan – 'Top 10 Priorities' does not place any direct obligation on the Council in terms of finance or resource. It is likely that partner expectation in relation to delivery may increase in association with this document however this will be managed as set out in section 5 below.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

If there are no significant risks arising out of the implementation of the proposed recommendations.

6. LEGAL APPRAISAL

There are no direct legal implications arising from this Report but the Council does have powers under the Cycle Tracks Act 1984, Highways Act 1980, Traffic Regulation Orders and the general power of competence contained in S.1 of the Localism Act to facilitate cycling within it's area.

7. OTHER IMPLICATIONS

None

7.1 EQUALITY & DIVERSITY

None.

7.2 SUSTAINABILITY IMPLICATIONS

Positive impact in encouraging sustainable travel behaviours and healthy lifestyles

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Positive impact in encouraging sustainable travel behaviours and healthy lifestyles

7.4 COMMUNITY SAFETY IMPLICATIONS

Cycling can and does have a relationship to safety, particularly in highway contexts. A key onus of various elements in the endorsed Bradford District Cycle Strategy is to improve cycling safety with infrastructure and training opportunity improvements.

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

The Bradford District Cycle Strategy and Action Plan Top 10 Priorities has implications on all wards across the Bradford District

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

N/A

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

That the members of the O&S committee note the progress being made on the Bradford District Cycle Strategy and the issues and opportunities highlighted by Be-Spoke in Action Plan 'Top 10 Priorities' in Appendix 1.

10. RECOMMENDATIONS

10.1 That the content of the Action Plan 'Top 10 Priorities' as recommended by meeting of B-Spoke on 19 February 2018 (Appendix 1 to Document "AK") be noted.

10.2 That officers from Planning, Transportation and Highway Service be requested to meet with members of B-Spoke – the Bradford Cycle Forum at their quarterly meetings as appropriate in order to work in partnership to deliver on common objectives in accordance with the 'Keeping the Wheels Spinning' – Bradford District Cycle Strategy 2016-2026

11. APPENDICES

Appendix 1 - Action Plan Top 10 Priorities as recommended by meeting of B-Spoke on 19 February 2018.

12. BACKGROUND DOCUMENTS

'Keeping the Wheels Spinning' – Bradford District Cycle Strategy 2016-2026

Appendix 1 - Action Plan Top 10 Priorities as recommended by meeting of B-Spoke on 19 February 2018.



-Spoke

Bradford Cycle Strategy

Action Plan – Top Ten Priorities, 2018/19

Progress on the Action Plan is reported to councillor committee on a regular basis (at least once annually). The Action Plan is a lengthy document that lists actions that are both current priorities as well as longer term aspirations. In order to focus attention and capture critical issues in a concise format, the most pressing concerns of the cycling community are listed in this Top 10 format with one Priority per objective area. The below is the basic report format for the reports. Reports can be found on the council meeting minutes at www.bradford.gov.uk

Objective	Priority Action, 2018/19	Issues & Opportunities
<p>1A. STRATEGIC ROUTE DEVELOPMENT</p> <p><i>Develop top-class dedicated routes that provide key arteries for cycling across and within the district.</i></p> <p><i>Develop a series of priority schemes to form the critical routes of this strategy.</i></p> <p><i>When developed, these schemes will provide the framework to connect local neighbourhoods to a wider network as well as providing for long distance touring and leisure journeys.</i></p>	<ul style="list-style-type: none"> • Further development of Route 66: completing the north-south axis on the Tube Map (Leeds and Liverpool Canal Towpath at Shipley to the start of the Spen Valley Greenway near the top of the M606) via the city centre. • Links to priority in objective 1(c) below. 	<p>Issues:</p> <ul style="list-style-type: none"> • Route 66 should be seamless and meet the Sustrans design standard in its full entirety within Bradford: “Design should be attractive and comfortable for the less confident cyclist – a sensible 12 year old or novice adult who is trained to National Standards / Bikeability Level 2” <p>Opportunities:</p> <ul style="list-style-type: none"> • Possible new route in south Bradford south from West Bowling. • Re-configuration of the northern end in Shipley (post-housing development at Briggate/ Crag Road), incorporating a safe, seamless route under Leeds Road.
<p>1B. LOCAL NETWORK DEVELOPMENT</p> <p><i>Develop high-quality local networks via placemaking within neighbourhoods and key public areas (including town and city centres) that connect sensibly to core cycle routes, transport hubs and key destinations. Work to ensure that as national guidance and bespoke delivery advances, development in our local network is reflective of these evolving circumstances.</i></p>	<ul style="list-style-type: none"> • Develop the Local Cycling and Walking Infrastructure Plan (LCWIP), in collaboration with CityConnect. • Forms an integral part of the national Cycling and Walking Investment Strategy 	<p>Issues:</p> <ul style="list-style-type: none"> • Required to be in a standard format • ‘Walking’ element equally important <p>Opportunities:</p> <ul style="list-style-type: none"> • The Bradford Cycle Strategy serves as a useful foundation.

<p>1C. WAYFINDING AND MAINTENANCE</p> <p><i>Develop a strategy for, and in turn deliver, a range of classed, numbered and signed routes to enable riders of all standards and on all types of journey, to enjoy easily navigable journeys on our local Cycling Network. Where network elements are in place, ensure that appropriate maintenance regimes are also in place.</i></p>	<ul style="list-style-type: none"> • Strategic objective 1a (development of Route 66) needs to incorporate high quality signage throughout, including linking Church Bank (western end of the Cycle Superhighway from Leeds) with Centenary Square/ City Park and beyond. • Need to develop ‘Cyclescape’ (online tool for reporting highways and infrastructure issues developed by Cambridge Cycling Campaign and Cycling UK) – or equivalent. Needs for promotion of the tool and training. 	<p>Issues:</p> <ul style="list-style-type: none"> • Poor and non-existent signage results in cyclists who are unfamiliar with the local network, using busy highways unnecessarily. • Dedicated greenways and other cycle routes (eg Canal Road Greenway) are not currently classified as ‘highways’, which means that gritting requests etc cannot be acted on. The Greenways etc need to be adopted as highways which may be accessed online for the reporting of issues etc, and added to the gritting schedule. <p>Opportunities:</p> <ul style="list-style-type: none"> • Good quality signage helps makes cycling a more attractive travel option, and creates a keener sense of ‘place’ and belonging. • Full Integration of online infrastructure reporting tool, eg (but not necessarily) Cyclescape, with real-time Council systems.

<p>1D. DESTINATION INFRASTRUCTURE</p> <p><i>The expectation for quality facilities to be provided at destinations, as standard, throughout the district. This requires good quality cycle parking, showering and storage facilities in our workplaces, schools and homes. It also means that public cycle storage should be provided to facilitate all journeys, to a standard and in the right locations. This objective also exists to promote the development of a network of bespoke quality 'hub' destinations across the district where cycling takes place. This ranges from local facilities running community cycling activity through to nationally-recognised bespoke facilities.</i></p> <p>Page 21</p>	<ul style="list-style-type: none"> Bradford needs a national standard velodrome. 	<p>Issues:</p> <ul style="list-style-type: none"> Closure of the Richard Dunn Sports Centre will deprive Bradford of a very important cycling hub, if a replacement is not provided. Richard Dunn hosts a broad range of vital cycling activity for Bradford and beyond; not to mention non-cycling organisations and wheelchair athletes. As part of the legacy of Le Grand Depart, 2014, similar facilities have been opened in York, Elland, Wakefield and Leeds. This has led to the development of the White Rose Youth League, who train on the Richard Dunn circuit. It would be very disappointing for Bradford, as the pioneers of this provision, to lose its place in the league. <p>Opportunities:</p> <ul style="list-style-type: none"> None identified
<p>2A. CHAMPIONING CYCLING</p> <p><i>Harness the enthusiasm and experience of key Bradford people and organisations that already are or can become active champions of cycling in all its aspects. Identify and embrace these key figures as champions and use their positive influence to encourage communities and partners to play their part in making cycling a natural part in all our day-to-day lives.</i></p>	<ul style="list-style-type: none"> Noted that cllr Taj Salam has been appointed as the Council's 'Cycling Champion' Need for closer linkages between health and tourism. Develop the 'Place' agenda – Bradford's promotion of public health, tourism. 	<p>Issues:</p> <ul style="list-style-type: none"> Transforming understanding of 'Place' for politicians – 'Place' is about appreciating the linkages between public health, clean air, education, opportunity, social and ethnic cohesion, tourism, the local economy etc. None of these should be seen in isolation. Championing cycling and promoting a 'modal shift' in means of transport, is a vital component of a much broader package of measures. <p>Opportunities:</p> <ul style="list-style-type: none"> Development and replication of key projects, eg 'Well

		<p>Bradford' (Girlington) incorporating the 'Green Mile'; and development of the Squire Lane Sports/ Leisure Centre.</p> <ul style="list-style-type: none"> • Tapping into Bradford's health professionals; notably the area around the Bradford Royal Infirmary (including Girlington) which, ironically, has more than its fair share of traffic congestion and poor air quality. • Bradford with its many hills, presents a great opportunity for the development of electric cycling. Electric bikes (e-bikes) will become a more attractive proposition as prices continue to decline. • Share best practice and joint promotion of Bradford's emerging network of Bike Libraries.
<p>2B. CYCLE TRAINING</p> <p><i>Ensure appropriate training in cycling skills and cycle maintenance skills is available, regardless of age, gender, status and income.</i></p>	<ul style="list-style-type: none"> • Bikeability training figures: See annex 1. • Sustrans training figures: See annex 2. • Develop the capacity of what already exists • Increase the number of Bikeability trainee places in schools. • See also 3(b) below. 	<p>Issues:</p> <ul style="list-style-type: none"> • Closure of Richard Dunn (without providing a suitable replacement) will deprive Bradford of a key facility. See 1D above. <p>Opportunities:</p> <ul style="list-style-type: none"> • Focus on involving people on new housing estates, and using sports centres. • New Obesity and Diabetes Prevention priority programmes present opportunities to extend engagement in cycle training beyond the school gates.

<p>2C. SUPPORT FOR CYCLING EVENTS & ACTIVITIES</p> <p><i>Support and promote existing and new events (from World Class sporting events to regular commuting activities) in the Bradford District that residents and visitors alike can take part in, watch, be inspired by and be part of.</i></p>	<ul style="list-style-type: none"> • Seek agreement for occasional ‘traffic-free days’ for cycling and other recreational activities. 	<p>Issues:</p> <ul style="list-style-type: none"> • Need to change the culture; that ‘traffic free days’ should not be damaging to the local economy and could bring many health and social benefits if Bradford Council were prepared to take the risk. <p>Opportunities:</p> <ul style="list-style-type: none"> • Bradford’s own successful City Cycle in 2017 (following the withdrawal of the Sky branding for mass participation events; and subsequently, HSBC not including Bradford in their schedules), can be developed into a bigger and better event.
<p>3A. ADVERTISING AND PROMOTION</p> <p><i>Enhance the message of all forms of cycling and Bradford’s “offer” by the clever and targeted use of marketing and social media to promote cycling as a natural activity and/ or choice of transport mode; and to actively disseminate all relevant information via all media outlets. This includes supporting, adding value to and promoting key cycling partner campaigns and initiatives.</i></p>	<ul style="list-style-type: none"> • Seek the possibility of video promotion of cycling and physical activity in Bradford, eg to be shown in GP surgery waiting rooms. • Further improve and promote the Cycle Bradford brand – information hub to inspire and point people in the right direction for what they are seeking. • Role of BCB Radio – some provision at present, but could be expanded. 	<p>Issues:</p> <ul style="list-style-type: none"> • Advertising and promotion have not, hitherto, featured highly. <p>Opportunities:</p> <ul style="list-style-type: none"> • Recent successful funding bids, eg through CityConnect Community Grants/ Access to Work , give potential scope for future projects of similar scope, if successful, eg commuter packages; bike buses. • Area-specific projects could help make a difference (integrate with the Community Grants) – eg rejuvenated Norwood Neighbourhood Association in Shipley. • BCB has ambition for weekly or monthly cycling spotlight programme via David Carpenter (former cycle bus activist).

<p>3B. EDUCATING PARTNERS</p> <p><i>Ensure that all partners have an appropriate awareness of cycling needs and safety requirements. On one level this is about engagement with professionals and leaders who can work to make sure cycling opportunity is centrally considered in development decisions; and should be such for all sections of the population. This objective is also about the need to innovate in communicating with all public realm users. This is important so as to help create a proactive relationship with all communities and foster a positive view of cycling as well as to deter dangerous behaviours. Further, we must add Bradford's voice to national lobbying to improve national standards for cycling-friendly infrastructure and signage and effect legal status for key issues.</i></p>	<ul style="list-style-type: none"> • <i>Sic passim</i> – eg development of Cycle Bradford; promotional videos (3A above); understanding of 'Place' (2A). • Review of police initiatives: Operation Steerside/ Danger Driving Campaign/ Safer Roads Partnership. • 'Close Pass' initiative scheme (Leeds) under review. Bradford needs to be included in Round 2. 	<p>Issues: See above.</p> <p>Opportunities: See above.</p>
<p>3C. LEADERSHIP, RESPONSIBILITY & DELEGATION</p> <p><i>Determine, via the B-Spoke Partnership, who must take a lead on each of the various aspects of cycling development and be responsible for outputs and results. Ensure than engagement across the various partners is co-ordinated so as to present a unified and constructive voice for cycling. Ensure that partners play leadership roles such that cycling is integrated into every facet of everyday design, development, activity</i></p>	<ul style="list-style-type: none"> • <i>Sic passim.</i> • B-Spoke must play a central role in the review and delivery of the Cycle Strategy. • Make Bradford special: a pioneer as an 'Electric Cycle City; eg seek out ways in which Bradford could become a pilot for e-bikes: see 2A above). 	<p>Issues:</p> <ul style="list-style-type: none"> • See above. <p>Opportunities:</p> <ul style="list-style-type: none"> • Re e-bikes, see 2A above.

<i>and promotion to overtly convey the message that cycling is not only permitted but is actively encouraged.</i>		
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ANNEX 1 – Bikeability Trainee Numbers

	Combined level 1 & 2	Level 1 only	Level 3 only	Total
2016/17	2,662	386	254	3,302
2017/18	1,722	344	138	2,204
2018/19 to date	1,878	469	201	2,548

ANNEX 2 – Sustrans Engagements/ activity in Bradford

Sustrans Cycling engagements/activity in Bradford in financial years as recorded by Sustrans Research and monitoring Unit based in Newcastle

Financial Year	No. children engaged Learn to Ride	No. of children Cycle Skills in school	No. of children on Led ride
2016/17	259	2175	709
2017/18	122	928	696

Continued]

Differences in activity numbers and engagements can be partly explained by the below:

Sustrans staff team in Bradford employed time April – Dec 2016 37.5 hours

Sustrans staff team in Bradford employed time Jan 2016 – July 2017 53.5 hours

Sustrans staff team in Bradford employed time Aug 2017– to date 37.5 hours

In addition, Sustrans Learn to Balance/Ride Project also enabled the following (only when additional hours were available)

Financial Year	No. children engaged Learn to Ride	No. teachers taught to teach LtB/R sessions
2016/17	700	27
2017/18	600	24

Report of the Environment and Waste Management Overview and Scrutiny Committee to the meeting to be held on Tuesday 17 April 2018

AL

Subject:

Biodiversity Scrutiny Review.

Summary statement:

The attached draft report contains the findings from the Biodiversity Scrutiny Review.

Cllr Martin Love
Chair – Environment & Waste Management
Overview & Scrutiny Committee.

Portfolio:
Environment.
Transport.

Report Contact: Mustansir Butt
Overview & Scrutiny Lead
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk



Suzan Hemingway, Assistant Director Corporate Services (City Solicitor)



1. SUMMARY

- 1.1 The attached draft report contains the findings from the Biodiversity Scrutiny Review.

2. BACKGROUND

- 2.1 At its meeting on Tuesday 25 July 2017, the Environment & Waste Management Overview and Scrutiny Committee agreed to undertake a Scrutiny Review into Biodiversity.
- 2.2 The DRAFT Scrutiny Review report is attached as Appendix 1.

3. OTHER CONSIDERATIONS

- 3.1 The key lines of enquiry for this scrutiny review are to:
- Examine ways in which Bradford Council can best utilise its own resources, both urban and rural (highway verges, street trees, parks, etc);
 - Consider areas which Bradford Council has an influence over, such as planning and land development;
 - Explore awareness-raising and education, through schools and with the public.

4. FINANCIAL AND RESOURCE APPRAISAL

Recommendation 3 relates to Bradford Council, 'Friends of' Groups and partner organisations explore the funding streams that are available with the Environment Agency, through the Water Framework Directive.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

There were none arising from this Scrutiny Review.

6. LEGAL APPRAISAL

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

All wards across the District are affected by Biodiversity.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

In considering how to progress this issue the Committee may wish to:

- Adopt or amend the findings and recommendations contained within the draft report;
- Forward their recommendations to the Executive, Council and / or other appropriate bodies.

10. RECOMMENDATIONS

- 10.1 That the Environment and Waste Management Overview and Scrutiny Committee adopt the findings and recommendations contained within the draft Biodiversity Scrutiny Review Report.

11. APPENDICES

Appendix 1 – Biodiversity Scrutiny Review Draft Report.

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Biodiversity Scrutiny Review

DRAFT Report Tuesday 17 April 2018



Email: scrutiny@bradford.gov.uk

Twitter: Bfd_Scrutiny

Membership of the Environment & Waste Management Overview and Scrutiny Committee

Members

Cllr Martin Love, (Chair).
Cllr Kevin Warnes, (Deputy Chair).
Cllr Mike Gibbons.
Cllr Andrew Senior.
Cllr Aneela Ahmed.
Cllr Ralph Berry.
Cllr Nussrat Mohammed.
Cllr Rosemary Watson.
Cllr Brendan Stubbs.

Co-opted Members

Nicola Hoggart – Environment Agency.
Julia Pearson – Bradford Environment Forum.

Alternate Members

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

Contact for Enquiries

Mustansir Butt
Overview and Scrutiny Lead
E-mail – mustansir.butt@bradford.gov.uk
Tel (01274) 432574

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Appendix 2: Information evidence-gathering participants.	

Chairs Foreword

This report has been produced by the Environment and Waste Management Overview and Scrutiny Committee, to make a number of recommendations in response to its scrutiny review of biodiversity in the Bradford district.

The recommendations in the report are grouped under the three key lines of enquiry in the terms of reference of the review – utilising the Council's own resources, exploring areas where the Council has influence and raising awareness among the general public. The committee asks for a report in 12 months time to review progress against the recommendations.

I would like to thank fellow councillors, co-opted members of the committee and council officers for taking part in this scrutiny review but my thanks especially go to the members of a variety of expert community groups who took the time to attend the information-gathering session and to contribute their ideas and experience so fully to our discussions.

As you will see from the recommendations, the Council needs to work closely with such groups if we are to preserve and enhance biodiversity across the district for the benefit of future generations. Their knowledge, hard work and enthusiasm is a real asset to our district.

Cllr Martin Love
Chair, Environment and Waste Management Overview and Scrutiny Committee

Executive Summary

This scrutiny review, undertaken by the Environment and Waste Management Overview and Scrutiny Committee, offers a view on Biodiversity activity taking place across Bradford District. There is much valuable work 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 organisations), to Biodiversity across the District.

The information gathering session undertaken as part of this scrutiny review focused on three areas for improvement, in accordance with the terms of reference adopted at the Environment and Waste Management Overview and Scrutiny Committee meeting on Tuesday 21 November 2017. Specifically, the committee resolved to:

1. Examine ways in which Bradford Council can best utilise its own resources, both urban and rural (highway verges, street trees, parks, etc);
2. Consider areas which Bradford Council has an influence over, such as planning and land development;
3. Explore awareness-raising and education, through schools and with the public.

As a result of the review, this Committee has made a number of recommendations for consideration. These are contained (a) within the body of the report and (b) summarised at the end for ease of reference.

Chapter 1 - Introduction

At its meeting on Tuesday 25 July 2017, the Environment & Waste Management Overview and Scrutiny Committee agreed to undertake a Scrutiny Review into Biodiversity.

What is Biodiversity?

Biodiversity is the existence of a wide variety of plant and animal species living in their natural environment and it plays a key role in:

- The protection of water courses;
- Soil formation and protection;
- Nutrient storage and recycling;
- Pollution breakdown and storage;
- Contribution to climate stability;
- Maintenance of ecosystems;
- Food pollination;
- Medicinal resources and pharmaceutical drugs;
- Research;
- Recreation and tourism;
- Quality of life.

The Council's role in Biodiversity

The Natural Environment and Rural Communities Act (NERC) 2006, sets out a "biodiversity duty":

- Section 40, Duty to conserve biodiversity;

"Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity".

"Conserving biodiversity includes, in relation to a living organism or type of habitat, restoring or enhancing a population or habitat".

Key Aims and Scrutiny Process

The three aims of this scrutiny review are outlined on the previous page.

Members have received and gathered a range of information provided by a range of different sources, including:

- relevant documents;
- relevant data;
- information gathering session with interested parties.

Chapter 2 – Key Findings

This section presents the findings of the Environment and Waste Management Overview and Scrutiny Committee into Biodiversity.

The key recurring issues that have arisen during this scrutiny review have centred around:

- Maximising and co-ordinating resources for biodiversity;
- Managing the conflict between biodiversity and regeneration and other priorities;
- Auditing the District's biodiversity;
- Raising awareness;
- Dealing with invasive species;
- Agreeing the priority habitats and species.

Key Line of Enquiry 1 – Utilisation of its own resources, both urban and rural, (highway verges, street trees, parks, etc)

Members learned that the Council managed different assets which included highways and verges, parks, woodlands, countryside sites/nature reserves, moorland, farms, amenity grassland/open spaces, cemeteries and wetlands. However officers did indicate that due to financial constraints Bradford Council cannot now manage these sites in isolation and needs to work much more in partnership with other organisations and groups.

Derelict land

Participants highlighted that there was a lot of derelict land in the Bradford District. The consensus was that this was a good opportunity to undertake some work on these areas of land, in relation to flood mitigation and biodiversity. However, further discussions highlighted that it was not clear where these pockets of land were.

Meadow Management

There were extensive discussions on good meadow management, particularly around allowing grass to grow in parks, such as Northcliffe Park in Shipley, which has been successful.

Officers suggested that meadow management was possible in other parks and the work in Northcliffe Park was successful due to individuals coming to bale the grass and take it away. Good meadow management requires taking the grass off annually, to prevent the nutrients returning back into the soil.

The work in Northcliffe Park was a success due to a local farmer being able to come and take the grass off at the end of the season. However members heard that this would be difficult to undertake in other parks and meadow management elsewhere would require new machinery.

Nevertheless, there was consensus that good meadow management should be considered in other parks.

Planting for Play

Another participant suggested that there was potential in parks and particularly play areas to do some planting for “play”. This is something that has worked well in Kirklees Council, where they had struggled to maintain their play equipment in parks and has subsequently developed more natural types of play, sensory play and more natural play structures.

Whilst it was acknowledged that this was directly linked in with biodiversity, it was accepted that this would provide young people with the opportunity to have more natural experiences in their play, making them more aware of nature and being more comfortable with it.

Officers did agree that these were good ideas; however they did not have the officer time and resources to pursue ideas such as these. The Council has had success in some areas, which has been in partnership with organisations such as Bradford Forest School Network, for instance running courses in woodlands.

Funding

Colleagues from the Environment Agency highlighted that funds are available from the Environment Agency specifically to help meet the Water Framework Directive. This is particularly relevant as the District has a lot of watercourses. These are not always very visible, so funds could be utilised to try and open up those watercourses currently underground. Members learned that even though this is not a specific fund for Biodiversity, by opening up the watercourses space would be created for water; subsequently having an impact on the Biodiversity in that area. Funding for flood management projects can often be used to improve Biodiversity as part of the project. The Leeds Growth Fund is also a potential source of funding for watercourse projects, if they support the Fund’s objective as well.

Recommendation 1

That the Council along with ‘Friends of’ Groups and partner organisations undertake an audit of the District’s Biodiversity. (See Recommendation 5)

Recommendation 2

That the Council along with ‘Friends of’ Groups and partner organisations consider undertaking meadow management and planting for play in the District’s parks.

Recommendation 3

That Bradford Council, ‘Friends of’ Groups and partner organisations explore the funding streams that are available with the Environment Agency, through the Water Framework Directive.

Key Line of Enquiry 2 – Areas where the Council has influence over, such as Planning and Land development

Viability

Officers informed members that the Local Plan is critical in terms of where Bradford Council has influence over Planning and Land Development and there was considerable discussion centred around the whole issue of viability.

Members learned that whilst recommendations are made about the provision of open space, green spaces or asking for the development of wetland areas or habitat for Biodiversity purposes within a housing development the “viability card” is played particularly when a developer says that a site has become unviable and they cannot afford to develop it with the recommendations specified.

There was also concern expressed by members of the Committee, in relation to ensuring that there is enforcement taking place to ensure that developers are undertaking agreed work, especially in relation to Biodiversity.

Recommendation 4

That Bradford Council proactively ensures that conditions relating to Biodiversity are adhered to by developers and that enforcement activity is taken where such conditions have not been met.

Key Line of Enquiry 3 – Awareness raising and Education, through schools and with the Public

Public Engagement

Members learned of the importance of awareness raising and education through schools and with the general public and that this is a key area to unlocking how well Bradford Council performs in relation to Biodiversity. It appears that unless there is success at engaging with schools and the public about valuing what there is in the District, then it will be very difficult to make the desired improvements.

Participants identified that Bradford Council does engage with 'Friends of' groups and communities and if it was not for these groups, the Council would not be doing as well in some areas in its Biodiversity work, as it is now. However whilst it was felt that there had been some engagement across the District, overall it was thought that Bradford Council did not engage with its citizens well and that engagement was also becoming fragmented; particularly amongst some 'Friends of' Groups.

One Councillor indicated that there had been a lot of educational work undertaken through 'Friends of' Groups and Conservation groups, particularly in south Bradford. It is through those partnerships, which have been forged over years that the work was taking place.

Officers highlighted that the whole environmental education aspect had reduced over the years and that the Council has tended to leave this activity to outside organisations.

A Councillor stressed that the Council does less everywhere now, not just in terms of awareness raising or engagement and therefore it was important to start to think about doing things differently, for instance, Ward Councillors acting as facilitators between the different Community Groups.

Another participant said that there are various community groups within the District involved in Biodiversity, but a "point of contact", is what was missing for the community groups. Furthermore, members also heard that a lot of this work was not co-ordinated and that establishing a Biodiversity partnership would be a good way forward. A Biodiversity partnership would also allow for much better use of resources and sharing of knowledge.

Schools

Further discussions revealed that whilst there is some engagement taking place within schools in relation to the Biodiversity agenda, on the whole, most community groups were still having difficulty in engaging with schools in relation to Biodiversity related projects.

Participants suggested that Bradford Council could support the community groups, in making the engagement with schools more effective; perhaps having a Biodiversity ambassador within schools.

On a particularly positive note, one participant indicated that a lot of successful work had been undertaken with schools in relation to Biodiversity activity on Ilkley Moor. Members learned that the reasons why this was successful is due to the involvement of not just the schools in Ilkley, but also across the District. As well as this, the Biodiversity projects were linked into the national curriculum, which gives a good base for the session and

subsequently the schools are more willing to engage. An example of a project undertaken on Ilkley Moor, was in relation to learning about the water cycle.

Recommendation 5

That Bradford Council, along with 'Friends of' Groups and Community Groups, forms a Biodiversity Partnership. The Partnership should develop a Biodiversity Action Plan, which could include actions relating to:

- **Auditing the District's Biodiversity;**
- **Raising the awareness of the importance of biodiversity; through more engagement with schools and local residents, including the use of social media;**
- **Protecting and enhancing the District's biodiversity resource; by improving the quality of the local environment;**
- **An ongoing programme of Biodiversity projects and activities across the District.**

Recommendation 6

That Ward Councillors are encouraged to work with schools in relation to Biodiversity activity and projects. Officers from Bradford Council should facilitate this.

Recommendation 7

That, where possible, Biodiversity activity and projects taking place in schools should be linked in with the National Curriculum.

Chapter 3 – Concluding Remarks

Throughout this Scrutiny Review, it became clear that in order for Biodiversity work across the District to be effective, there needs to be a multi-faceted approach to this area of work. In times of diminishing resources, it is imperative that we are creative in using our own resources by facilitating and working more in partnership. Our Ward Councillors also have a key role here, especially in engaging with schools and community groups.

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 addressing biodiversity across the District.

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

Recommendation 8

Bradford Council's Environment and Waste Management Overview and Scrutiny Committee to receive a report back in 12 months, which monitors the progress against all the recommendations contained within this scrutiny review.

Chapter 4 – Summary of Scrutiny Review Recommendations

Recommendation 1

That the Council along with 'Friends of' Groups and partner organisations undertake an audit of the District's Biodiversity.

Recommendation 2

That the Council along with 'Friends of' Groups and partner organisations consider undertaking meadow management and planting for play in the District's parks.

Recommendation 3

That Bradford Council, 'Friends of' Groups and partner organisations explore the funding streams that are available with the Environment Agency, through the Water Framework Directive.

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- Protecting and enhancing the District's biodiversity resource; by improving the quality of the local environment;
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That Ward Councillors are encouraged to work with schools in relation to Biodiversity activity and projects. Officers from Bradford Council should facilitate this.

Recommendation 7

That, where possible, Biodiversity activity and projects taking place in schools should be linked in with the National Curriculum.

Recommendation 8

Bradford Council's Environment and Waste Management Overview and Scrutiny Committee to receive a report back in 12 months, which monitors the progress against all the recommendations contained within this scrutiny review.

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

Biodiversity 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 25 July 2017, the Environment & Waste Management Overview and Scrutiny Committee agreed to undertake a Scrutiny Review into Biodiversity.

Key Lines of Enquiry

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

- Examine ways in which Bradford Council can best utilise its own resources, both urban and rural (highway verges, street trees, parks, etc);
- Consider areas which Bradford Council has an influence over, such as planning and land development;
- Explore awareness-raising and education, through schools and with the public.

Methodology

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

- relevant documents;
- relevant data;
- 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 Holders.	Cllr Alex Ross-Shaw. Cllr Sarah Ferriby.
Bradford Council Officers.	Danny Jackson - Countryside and Rights of Way Manager. Biodiversity Officer - . Julian Jackson – Assistant Director, Transport

Organisation / Department	Contact
	& Planning. Andrew Marshall – Planning & Transport Strategy. Chris Eaton – Development Manager. Bob Thorp – Trees/Woodlands Manager.
Regional/National Organisations.	Environment Agency – Tim Selway. West Yorkshire Ecology – Robert Masheder. Natural England – Ailsa Henderson. Yorkshire Wildlife Trust – Sarah Goldsmith.
Local Organisations.	Forest of Bradford – Ian Butterfield.. Bradford Environmental Educational Services – Julia Pearson. Bradford Urban Wildlife Group – Hugh Firman.. Wharfedale Naturalists – Peter Riley. Aire Rivers Trust/Friends of Bradford’s Becks – Barney Lerner. Low Moor and Oakenshaw Conservation Group – Clare Stonehouse. Nell Bank Centre – Dan Goodey. Friends of Ilkley Moor – Owen Wells. Friends of Baildon Moor – David Sturge.

Indicative Timetable

Date	Milestone
Tuesday 21 November 2017.	DRAFT Terms of Reference to be presented to the Environment and Waste Management Overview and Scrutiny Committee – for discussion and approval.
Tuesday 9 January 2018.	Information gathering session – focusing on the three key lines of enquiry for the Scrutiny Review.
Tuesday 17 April 2018.	Final review findings and recommendations.

Scrutiny Review Participants

Information evidence-gathering session, City Hall, Bradford, 9 January 2018

- Cllr Martin Love, (Chair, Environment & Waste Management Overview & Scrutiny).
- Cllr Kevin Warnes, (Deputy Chair, Environment & Waste Management Overview & Scrutiny).
- Cllr Brendan Stubbs, (Member, Environment & Waste Management Overview & Scrutiny).
- Cllr Rosie Watson, (Member, Environment & Waste Management Overview & Scrutiny).
- Cllr Alex Ross-Shaw, (Bradford Council Portfolio Holder – Regeneration, Planning & Transport).
- Cllr Sarah Ferriby, (Bradford Council Portfolio Holder – Environment, Sport & Culture) .
- Julia Pearson – Co-opted Member, (Bradford Environmental Educational Services).
- Nicola Hoggart – Co-opted Member, (Environment Agency).
- Danny Jackson – Bradford Council’s Countryside and Rights of Way Service.
- Andrew Marshall – Planning and Transport Strategy.
- Chris Eaton – Development Manager.
- Bob Thorp – Trees/Woodlands Manager.
- Clare Stonehouse - Low Moor and Oakenshaw Conservation Group.
- Barney Lerner - Aire Rivers Trust/Friends of Bradford’s Becks.
- Robert Masheder - West Yorkshire Ecology.
- Tim Selway – Environment Agency.
- Owen Wells - Friends of Ilkley Moor.
- David Sturge - Friends of Baildon Moor.
- Tracey Grey – Friends of Ilkley Moor.





Report of the Chair of the Environment & Waste Management Overview and Scrutiny Committee to be held on Tuesday 17 April 2018.

AM

Subject:

Resolution Tracking 2017-18

Summary statement:

This report details the progress made against the resolutions passed by the Environment and Waste Management Overview and Scrutiny Committee, during the 2017-18 Municipal Year.

Cllr Martin Love
Chair, Environment & Waste Management
Overview and Scrutiny Committee

Report Contact: Mustansir Butt
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

Portfolio:

**Environment.
Transport**

Overview & Scrutiny Area:

Environment & Waste Management

1. SUMMARY

- 1.1 This report presents the progress made against the resolutions passed by the Environment and Waste Management Overview and Scrutiny Committee, during the 2017-18 Municipal Year.
- 1.1 The outcomes against the recommendations made by members of the Committee, are attached as Appendix 1.

2. BACKGROUND

- 2.1 At the Overview and Scrutiny Chairs and Deputy Chairs meeting held on Thursday 17 October 2013, members agreed that a report on Resolution Tracking should be placed on the Work Programme for each Committee at the end of each Municipal Year.
- 2.2 The Overview and Scrutiny Team use a database to plan, report and track the recommendations of each Overview and Scrutiny Committee.

3. OTHER CONSIDERATIONS

- 3.1 The Environment and Waste Management Overview and Scrutiny Committee has responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priority about improving waste management and the environment.” (Council Constitution, Part 2, 6.2.1).
- 3.2 The remit of this Committee also includes the strategies, plans, functions and services directly relevant to the corporate priorities about reducing carbon emissions, transport and highways, creating a greener and more sustainable environment and positively affecting climate change.
- 3.3 Tracking recommendations made by the Committee helps monitor the effectiveness of the Overview and Scrutiny function and improves forward planning, whilst also allowing for improved feedback to Committee Members, the Executive and Council Leadership.
- 3.4 The Overview and Scrutiny database is a good planning and tracking tool, as tracking recommendations will assist the Committee in establishing whether recommendations made are adding value and leading to improvements in service delivery and quality.

4. FINANCIAL & RESOURCE APPRAISAL

None.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None.

6. LEGAL APPRAISAL

None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Community Cohesion and Equalities related issues are part of the work remit for this Committee and the work of the Committee takes into consideration, as appropriate, Bradford Councils Equality Objectives:

- Community relations;
- Employment and Skills;
- Organisational Equalities Culture;
- Equality data.

7.2 SUSTAINABILITY IMPLICATIONS

This is a key area of work for the Committee.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

This is a key area of work for the Committee.

7.4 COMMUNITY SAFETY IMPLICATIONS

A key area of work for the Committee will be to consider the area of those killed or seriously injured on roads.

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

- 9.1 Members may wish to consider further action where sufficient progress had not been made against recommendations.

10. RECOMMENDATIONS

- 10.1 That members consider and comment on the recommendations made in the 2017-18 Municipal Year, with particular focus on recommendation areas where no or insufficient progress has been made.

11. APPENDICES

Appendix One – Recommendation Tracking - 2017-18, for the Environment and Waste Management Overview and Scrutiny Committee.

12. BACKGROUND DOCUMENTS

Council Constitution

Democratic Services - Overview and Scrutiny

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18

Agenda item	Resolution	Outcome
Meeting date: Tuesday, 4th July 2017 in City Hall, Bradford		
1 Appointment of Co-opted Members.	1 That it be recommended to Council that the appointment of the following non-voting co-opted members for the remainder of the 2017-18 municipal year be confirmed: Julia Pearson - Bradford Environment Forum Nicola Hoggart – Environment Agency	Refferal to Council
2 Water Management Scrutiny Review.	1 That the findings and recommendations contained within the draft Water Management Scrutiny Review Report be adopted.	After dicussions, members agreed the report and stressed the importance of keeping an overview of this.
	2 That the Water Management Scrutiny Review Report be submitted to the Corporate Overview and Scrutiny Committee for consideration.	To be referred to Corporate Overview and Scrutiny.
	3 That the Water Management Scrutiny Review Report be submitted to the Executive for endorsement.	To be referred to the Executive.
3 Renewables Future for Bradford Council.	1 That the contents of the report be noted and a further update be requested at the end of the 2017/18 financial year.	After considerable discussion, members felt it was important to keep an overview of this key area.
Meeting date: Tuesday, 25th July 2017 in City Hall, Bradford		
1 City Connect to Canal Road Cycleway.	1 That Document “B” be welcomed and officers be thanked for their work on it.	Members disussed the key issues.
2 Call-In, in relation to Bradford Canal Road Corridor Cycleway Scheme.	1 That this Committee notes (a) Paragraph 12.14 of Part 3E of the Constitution of the Council, which states that “area committees may not make a decision which affects, in a significant way, another area without first obtaining the agreement of the area committee for that area”, (b) that part of the Bradford Canal Road Corridor Cycleway Scheme is located in the City Ward and therefore also falls under the purview of the Bradford West Area Committee; and (c) that the Bradford West Area Committee has not been involved in this decision-making process so far.	After considerable dicussion, this was referred back to Bradford East for further consideration.

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18 (continued)

Agenda item	Resolution	Outcome
2 Call-In, in relation to Bradford Canal Road Corridor Cycleway Scheme.	<p>2 That this Committee notes that the Executive resolved on 16 September 2016 that “any valid objections to the advertised Traffic Regulation Orders, traffic calming, crossing facilities and cycle tracks be submitted to the Executive” and that this action has not yet been implemented as</p> <p>3 That this Committee refers the decision back to the Bradford East Area Committee for further consideration of the advertised Traffic Regulation Orders in accordance with the resolution of the Executive dated 16 September 2016.</p> <p>4 That this Committee recommends that the Bradford East Area Committee refers this matter with its comments to the Executive for decision when it meets on 14 September 2017, according to the provisions of Paragraph 12.15 of Part 3E of the Constitution of the Council (which states that “an area committee or two or more area committees jointly may refer a matter in relation to an executive function to the Executive for decision”).</p> <p>5 That, in the event that the Bradford East Area Committee does not refer this matter to the Executive for decision on 14 September 2017, this Committee recommends that the Executive determines this matter instead in accordance with Paragraph 12.16 of Part 3E of the Constitution of the Council (which states that “the Executive may require a matter in relation to an executive function due to be considered by an Area Committee to be determined by itself, in which case the delegation of that matter to the area committee shall cease to apply”).</p> <p>6 That this Committee notes, in any case, that the Executive has the option of determining this matter when it next meets on 12 September 2017 in accordance with Paragraph 12.16 of Part 3E of the Constitution of the Council and the Executive’s own resolution of 16 September 2016.</p>	

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18 (continued)

Agenda item	Resolution	Outcome
3 Bulky Waste Refuse Collections.	<p>1 That it be recommended that any move to undertake a six month trial of removing fixtures and fittings as part of the bulky waste collection service be placed on hold pending Environment and Waste Management Overview & Scrutiny Committee assessment of the revised Household Waste Recycling Centre (HWRC) permit scheme arrangements to all residents on inputs to HWRCs, and any benefits on reduced fly tipping.</p> <p>2 That an update report on fly tipping be presented in November 2017 to coincide with the planned performance outturn report for Waste Management.</p>	<p>After listening to officers and from the discussions that followed, members felt that the six month trial should not proceed.</p> <p>Report on lfytipping across the District to be presented.</p>
4 Ilkley Moor Management Plan.	<p>1 That this Committee welcomes the Management Plan; commends the work of officers, with particular regard to the work of Mr Jackson, the Countryside Service Manager and the help of partner organisations and supports the Plan's submission to Natural</p> <p>2 That this Committee hopes that the Management Plan will become a dynamic process for managing</p>	<p>Members praised officers for the work undnertaken to</p>
5 DRAFT Work Programme 2017-18.	<p>1 No resolution was passed in respect of this item.</p>	<p>Members highlighted topics for inclusion in the work programme - such as a Scrutiny Review into Biodiversity.</p>
Meeting date: Tuesday, 26th September 2017 in City Hall, Bradford		
1 Bradford Environment Forum Annual	<p>1 That the achievements of the Bradford Environment Forum with the Council Grant be acknowledged.</p> <p>2 That the work of the Voluntary and Community Sector partners in the Bradford Environment Forum continues to be supported.</p> <p>3 That the collapse of the Bradford Community Environmental Project (BCEP) be noted with regret; that the staff be thanked for the tremendous achievements the project has accomplished and it be hoped that as much of the work as possible continues in the months</p> <p>4 That the Strategic Director, Place, be requested to endeavour to ensure that the remaining BCEP funding be made available for environmental projects in the Bradford District.</p>	<p>Members considered the key issues.</p>

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18 (continued)

Agenda item	Resolution	Outcome
1 Bradford Environment Forum Annual	5 That a view that there is a role for a continuing strategic environmental social enterprise/charity in the Bradford area be expressed.	Further progress report.
	6 That a further report be provided to update the Committee on the work undertaken in 2017-18.	
2 Environment Agency Annual Report.	1 That the report be and its contents be welcomed and it be trusted that the Council will continue to work in close partnership with the Environmental Agency.	Further progress report.
	2 That the vital need for continued multi-agency approaches to managing our environmental	
	3 That a progress report be provided in 12 months time.	
3 Air Quality/Fraction of mortality attributable to particulate air pollution.	1 That the content of the report be noted and officers be fully supported in their continued measures to tackle poor air quality across the District.	Further progress report.
	2 That the continuing and severe pollution created by the operation of diesel vehicles and bus fleets in Bradford be noted.	
	3 That the disproportionate impact of poor air quality on the poorer parts of our District be noted and officers encouraged to continue to seek to raise public awareness of actions which residents can take to improve poor air quality in their communities.	
	4 That the Strategic Director, Health and Wellbeing, be requested to continue to review the options for declared Air Quality Management Areas across the	
	5 That a progress report be provided in 12 months time.	
4 Utilisation of outdoor spaces for health reasons.	1 That the report, its contents and the impressive range of projects encouraging access to outdoor spaces be noted and welcomed and officers thanked for their	Further progress report to be considered in 2017-18.
	2 That the concern of Members about the continuing socio economic inequality of access to green spaces in Bradford be noted.	
	3 That a progress report be provided in 12 months time.	
5 Work Planning.	1 That the work programme 2017-18 continues to be reviewed regularly during the year.	Ongoing throughout the Municipal Year, to reflect key and changing priorities.
	1 That draft terms of reference for the Biodiversity Scrutiny Review be presented in November 2017.	Draft Terms of Reference to be presented in November

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Meeting date: Tuesday, 31st October 2017 in City Hall, Bradford

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18 (continued)

Agenda item	Resolution	Outcome
2 The Procurement of the new waste treatment contract for the treatment of kerbside residual waste.	1 That Document "J" be noted and officers be thanked for their work on the procurement process.	
	2 That an annual report be presented in respect of performance against key performance indicators for the new waste treatment services contract, beginning in the summer of 2019.	Measurement of performance against key indicators.
	3 That an interim report in respect of the delivery of the new waste treatment services contract be presented in twelve months time.	Members felt that it was important to keep an overview of
3 Management of Waste and Recycling Activities.	1 That officers be thanked for their hard work in achieving a successful roll out of the new waste collection system and the consequent reduction in	
	2 That a progress report be presented in twelve months	
4 Fuel Poverty Framework for Action and Leeds City Region Green Deal Contract.	1 That a further report on progress of the Programme of Work for the Fuel Poverty Framework be presented in the Autumn of 2018.	Further progress report.
5 Work Planning.	1 No resolution was passed in respect of this item.	Ongoing throughout the Municipal Year and to reflect key and emerging priorities.

Meeting date: Tuesday, 21st November 2017 in City Hall, Bradford

1 Performance Outturn for Transport and Highways.	1 That the current position in regard to the Council's Corporate and Supporting Indicators and Targets related to Transport and Highways issues be noted.	
	2 That the Strategic Director, Place, be requested to provide a progress report in 12 months time.	Overview and Scrutiny of Performance.
2 Performance Outturn for Waste	1 That the report on the performance of Waste Services in 2016/17 be welcomed and support to Waste Services in their efforts to improve the management of the Local Authority Collected Waste and the services provided to the public be	
	2 That the Strategic Director, Place, be requested to provide a progress report in 12 months time.	Overview and Scrutiny of performance.
3 Update on Flytipping across the District.	1 That the item be deferred for consideration at the meeting on 19 December 2017.	Report deferred, due to non-attendance from officer.
4 Draft Terms of Reference for the Biodiversity Scrutiny Review.	1 That the draft terms of reference, contained in Document "Q", be adopted.	Members ammendmend and agreed on the Terms of Reference for this scrutiny review. To incorporate into the 2017-18 work programme.

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18 (continued)

Agenda item	Resolution	Outcome
5 Work Planning.	1 No resolution was passed in respect of this item.	Ongoing throughout the Muncipal Year and to also reflect key and changing priorities.
Meeting date: Tuesday, 19th December 2017 in City Hall, Bradford		
1 Role of Council Wardens - Scene Setting.	1 That the report be welcomed and the Council Warden Service be thanked for its work.	
2 Environment Enforcement Strategy.	1 That the report and the overall approach to enforcement within the District be welcomed.	
3 Update on Flytipping across the District.	1 That the report be noted. 2 That the Strategic Director, Place, be requested to provide a progress report in 12 months time.	To keep an overview of flytipping across the District, including hotspots, enforcement and awareness.
4 Bradford Forster Square Re-Development.	1 That the comments expressed by Members be incorporated into the Forster Square Re-development consultation process.	Members made sugestions to the Forster Square Re-development, as part of the Concultation process.
5 Rights of Way.	1 That the report be noted and the Public Rights of Way team be thanked for the work conducted in the	
6 Work Planning.	1 No resolution was passed on this item.	Ongoing throughout the Muncipal Year and to consider key and emerging topics.
Meeting date: Tuesday, 23rd January 2018 in City Hall, Bradford		
1 Budget setting for Environment and Waste Management.	1 That the Strategic Director, Place, be requested to present the Street Lighting Strategy to the Committee for consideration at a future meeting.	Following disucssuons, members agreed that a report on Street Lightiing should be presented in the new
2 Forster Square Re-Development.	1 That the Strategic Director, Place, be requested to present the procurement documentation, in its final form, to the meeting on 20 February 2018.	To review the final Business Case.
3 Work Planning.	1 No resolution was passed on this item.	Ongoing throughout the Muncipal Year. To take into account important and new areas for Overview and
Meeting date: Tuesday, 20th February 2018 in City Hall, Bradford		
1 West Yorkshire LTP3 Implementation Plan.	1 That Document "AA" be noted. 2 That a further report on the development of the first five year implementation plan of the replacement Transport Strategy and its delivery be presented to a future meeting of this Committee.	Overview of the development and delivery of Transport Strategy.
2 Bradford Civic Heat Quarter District Heat Network.	1 That the progress made on the development of the scheme, its technical scope and current delivery timetable be noted.	

Report of All Outcomes for Environment & Waste Management O&S Committee - 2017/18 (continued)

	Agenda item	Resolution	Outcome
2	Bradford Civic Heat Quarter District Heat Network.	2 That a report on future progress be presented to this Committee at appropriate time.	Continued monitoring of the development of the District Heat Network.
3	Energy Contracts Procurement.	1 That the strategy of procuring energy through the YPO contract be noted and that the performance of the contract continue to be assessed against the 2 That a review of this arrangement be put before this Committee should there be a degradation in the performance of the contract or in six years, whichever is sooner.	Continued Scrutiny of performance.
4	Scutiny Review - Single Use Plastics.	1 That the draft terms of reference be adopted.	Memebrs discussed, ammended and agreed on the Terms of Reference for this Scrutiny Review. To incorporate into the 2018-19 work programme.
5	Work Planning.	1 No resolution was passed in respect of this item.	Continued review throughout the Muncipal Year, to reflect key priorities.
Meeting date: Tuesday, 27th March 2018 in City Hall, Bradford			
1	Energy efficiency of Private Sector Rented Housing and legislative impacts.	1 That the report be noted and a further update on energy efficiency in the private rented sector be presented in twelve months time.	Further progress report in 12 months.
2	Air Quality Scrutiny Review - Draft Terms of Reference.	1 That the draft terms of reference be adopted.	Members discussed, made ammendments and agreed on the Terms of Reference. To incorporate into the 2018-19 work programme.
3	White Rose Energy.	1 That the public be excluded from the meeting during consideration of the item relating to the White Rose Energy Update because information would be disclosed which is considered to be exempt information within paragraph 3 (Financial or Business Affairs) of Schedule 12A of the Local Government Act 1972 (as amended).It is considered that, in all the circumstances, the public interest in maintaining this exemption outweighs the public interest in disclosing this information as the report contains commercially sensitive information. 2 That the report be noted and a future update be provided in twelve months time.	
4	Work Planning.	1 That a report on the Council's Carbon Strategy be presented to the Committee in the new Muncipal	Development of a key Strategy for the District.

Report of the Strategic Director of Place to the meeting of Environment and Waste Overview and Scrutiny Committee to be held on 17 April 2018

AN

Subject:

Bradford Forster Square Full Business Case Procurement

Summary Statement:

The redevelopment of Bradford Forster Square rail station is one of the key schemes of the £1bn+ West Yorkshire-plus Transport Fund (WY+TF). The project achieved Outline Business Case funding approval from the West Yorkshire Combined Authority and was allocated £3.6m to develop the Full Business Case submission.

A review of procurement options for the development of the Full Business Case for Forster Square was undertaken following this matter being considered by EWOSC in January 2018. The results of this appraisal, and resulting preferred procurement strategy, are presented for consideration by this committee.

Steve Hartley
Strategic Director, Place

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

Portfolio:

Regeneration, Planning & Transport

Overview & Scrutiny Area:

Environment & Waste Management

1. SUMMARY

- 1.1 The redevelopment of Bradford Forster Square rail station is one of the key schemes of the £1bn+ West Yorkshire-plus Transport Fund (WY+TF). The project achieved Outline Business Case funding approval and was allocated £3.6m from the West Yorkshire Combined Authority to develop the Full Business Case submission.
- 1.2 A review of procurement options for the development of the Full Business Case for Forster Square was undertaken following this matter being considered by EWOSC in January 2018.
- 1.3 Options which were considered included:
 - a) Procurement of consultancy support to develop the detailed design and financial costs for the redevelopment of Forster Square rail station and prepare a Full Business Case submission; or
 - b) Procurement of a design and build contract which would allow reductions in delivery time for the ultimate delivery of the station redevelopment.

the results of this appraisal, and resulting preferred procurement strategy, are presented for consideration by this committee.

2. BACKGROUND

- 2.1 Bradford Forster Square rail station is one of the 'Station Gateway' projects of the West Yorkshire+ Transport Fund. As part of the development of proposals for the station a detailed master plan was prepared for development of a covered station building befitting of an "arrival destination" in the city of Bradford. The master plan was developed into a detailed Outline Business Case which was considered by the West Yorkshire Combined Authority (WYCA) in late 2017. The proposals received approval for progression to the next stage of delivery (Full Business Case) and an allocation of £3.6m was made available to the Council to proceed to this stage.
- 2.2 The Outline Business Case determined that the anticipated cost of delivery of the scheme would be £17m which includes appropriate allowances for risk and optimism bias. The purpose of the Full Business Case is to revisit this costing information and the assumptions which were made at the feasibility stage to ensure that the budget remains reasonable once detailed designs have been prepared.
- 2.3 Each Business Case is based around the HM Treasury Green Book five business case model. This model requires assessment of a project in terms of:
 - a) Strategic Case;
 - b) Economic Case;
 - c) Financial Case;
 - d) Management Case; and
 - e) Procurement Case.

- 2.4 At Outline Business Case the approved assessment concentrates on the merits of the scheme in relation to its Strategic Case, Economic Case and Financial Case mainly and whilst the Management and Procurement cases are described in broad terms due to the early stage of development of the project less 'weight' is given to their assessment at the OBC stage.
- 2.5 By comparison the Full Business Case concentrates significantly on the Procurement and Financial cases which are developed through the Full Business Case preparation. Therefore an approach which gives the greatest degree of certainty to these cases at this stage is the most favourable strategy for the development of the Full Business Case and beyond.

3. OTHER CONSIDERATIONS

- 3.1 The development of the Full Business Case for the Forster Station project requires input from a multi-disciplinary team including architects, highways, landscape architects to name but a few. EWOSC have previously considered a report on the possibility of recruitment of consultant services to assist with the completion of the detailed design, securing of Network Rail approvals to the scheme and securing planning approval for the new station facility. This paper highlighted that the cost of provision of such a service would be significant (in excess of £2m) but that proposals for the scope and method of securing these services were still at an early developmental stage. The report therefore recommended that once a procurement strategy had been determined details of the procurement would again be presented to EWOSC for consideration.
- 3.2 As part of the determination of the preferred procurement strategy a series of workshops with industry partners and WYCA were held to review potential delivery options. Fundamentally two operations were considered, namely:
- a) Procurement of consultancy support to develop the detailed design and financial costs for the redevelopment of Forster Square rail station and prepare a Full Business Case submission; and
 - b) Procurement of a design and build contract which would allow reductions in delivery time for the ultimate delivery of the station redevelopment.
- 3.3 A detailed assessment of the two options above was undertaken and presented to the Council's WY+TF Project Board for consideration of a preferred procurement strategy. The Project Board comprises representatives from the Council, Network Rail, Train Operating Companies and WYCA. The assessment reviewed core aspects of delivery including Supply Chain engagement/appetite, risk transfer, scheme delivery duration, value for money, cost certainty and management of core relationships, ranking each between 0 (not applicable) to 3 (strong). A full copy of the assessment is provided in Appendix 1.
- 3.4 The conclusion of the assessment was that the approach of using one design & build contract (with a two stage Early Contractor Involvement approach) with break clauses and overall incentives for saving on scheme budget presented the best approach for the delivery of this project.

- 3.5 Whilst this approach would see the design phase of the project being slightly longer than the alternative consultant approach the subsequent construction stage would be shorter due to reduced procurement requirements, the approach would also allow procurement of critical and key suppliers during the design phase (ultimately advancing construction start dates). Additionally risks associated with the development of a detailed design which obtains planning permission but then proves expensive to construct following tendering of the detailed designs would be minimised.
- 3.6 Development of the Invitation to Tender (ITT) for a design & build contract has similarly been considered given the level of experience within the Council. Due to the tight programme to achieve the Full Business Case submission it was recognised that the option of developing such an ITT in-house would be detrimental to delivery of this project. External support has been secured from Costain Limited who are currently engaged on assisting with the delivery of the wider WY+TF programme.
- 3.7 Design & build contracts are commonplace in the rail industry and are the preferred delivery model for Network Rail who are a key stakeholder and delivery partner for this project.

4. FINANCE & RESOURCE APPRAISAL

- 4.1 The Council has been awarded funding of £3.6m from the West Yorkshire+ Transport Fund to develop the Full Business Case for the Forster Square rail station development.
- 4.2 Procurement of a design & build contract is likely to result in programme timescale savings allowing the project to reach construction at an earlier date than the more traditional approach. However, as experience in the development of such contracts is limited within the Council procurement of a partner who will be responsible for assisting the development of the tender specification for the design & build contract is recommended. It is anticipated that given the length of time necessary to develop such a contract a budget of £60,000 would be sufficient – again this would be funded direct from the WYCA allocation.
- 4.3 It is anticipated that the procurement of a design & build contract would be in excess of £2m and hence should be considered by EWOSC. Whilst the value of this procurement is significant it should be noted that it is anticipated that appointment of an appropriate development partner would be well within the funding envelope of the WYCA grant.
- 4.4 There are no HR issues arising from this report.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 In accordance with all WY+TF projects a live risk register is kept for the Forster Square project. The development of a full understanding of quantifiable risks is a

critical facet of the commission as a detailed quantified risk assessment (QRA) must be provided in support of the ultimate Full Business Case.

- 5.2 The project is managed in accordance with the WYCA Assurance process model and associated Funding Agreement requirements and as such a Project Board is in place to provide oversight and direction to the project team.

6. LEGAL APPRAISAL

- 6.1 Procurement contracts developed in support of this commission will be reviewed by the Council's procurement unit and Legal & Democratic services prior to issue.

3. OTHER IMPLICATIONS

7.1 Equality & Diversity

There are no equality and diversity implications for discussion at this stage. It should however be noted that the scheme is very much being developed in line with the Council's Equality Objectives with a full community consultation having taken place and been reported in December 2017. Further detailed design consultations will be held across the life of the Full Business Case development programme.

7.2 Sustainability Implications

The station improvement will deliver a positive sustainability impact in terms of boosting the attraction of public transport usage.

7.3 Greenhouse Gas Emissions Impacts

The station improvement will deliver a positive greenhouse gases impact in terms of boosting the attraction of public transport usage.

7.4 Community Safety Implications

There are no community safety matters for discussion at this stage.

7.5 Human Rights Act

There are no human rights implications associated with this report.

7.6 Trade Union

There are no trade union implications associated with this report.

7.7 Ward Implications

There are no Ward Implications associated with this report.

7. NOT FOR PUBLICATION DOCUMENTS

- 7.1 None.

8. OPTIONS

- 8.1 EWOSC may support the option of delivering the Forster Square station development through a design & build contract procurement; or

8.2 Alternatively EWOSC may support the traditional approach of procuring detailed design and FBC development separate to the construction contractor.

9. RECOMMENDATIONS

9.1 That the committee:

- a) Endorse the procurement strategy of appointing a design & build partner for the development of proposals for Forster Square station
- b) Note the actions taken to date to facilitate utilisation of the design & build approach through the appointment of an industry partner to develop the ITT.

10. APPENDICES

10.1 Appendix A – Assessment of delivery options

11. BACKGROUND DOCUMENTS

11.1 Report of the Strategic Director of Place to the Environment & Waste Overview and Scrutiny Committee on 23 January 2018, Bradford Forster Square Full Business Case Procurement

11.2 Minutes of the WYCA Board, 29th June 2017 – Decision to progress to FBC.

11.3 Bradford Forster Square Outline Business Case Final Report

11.4 Bradford Forster Square Funding Agreement

Appendix 1 – Procurement Options Appraisal

Traditional approach using a separate Design Contract then a Build Contract.		Weighted Score	Alternative approach using one Design & Build Contract (with a two stage ECI with break & overall incentive for saving on scheme budget)	Weighted Score
Assumed Design Stage Tendered Deliverables	<ul style="list-style-type: none"> Quality Return (comprising suggested approach, quality plan and key resources) Financial Return (comprising NEC PSC Contract Data Pt 2 with Staff Rates and/ or Activity Schedule)" 	0	N/A	0
Assumed Construction Stage Tendered Deliverables	<ul style="list-style-type: none"> Quality Return (comprising suggested approach, quality plan and key resources) Financial Return (comprising NEC ECC Contract Data Pt.2 with Rates, Fees and Percentages and B of Q /or Activity Schedule + Programme) 	0	N/A	0
Assumed Both Stages Tendered Deliverables		2	<ul style="list-style-type: none"> Quality Return (comprising suggested approach, quality plan and key resources) 	0
CBMDC Procurement costs	Have to create two ITT's, tender stages and contracts (one PSC and one ECC?)	2	<ul style="list-style-type: none"> Financial Return (comprising NEC ECC Contract Data Prt 2 with Staff Rates and Programme for Stage 1 & Rates, Fees and Percentages for both Stages)" 	3
CBMDC Procurement time	Two separate occasions for creating procurement strategies, drafting ITT's, running competitions, gaining authority, notifying awards, standstill periods, then execution of contracts.	2	Create only one ITT, tender stage* and contract (one ECC with ECI break clause)	3
CBMDC Procurement enactment - for the Design Stage only	Creation of an ITT (which can be either be complex or simple, quality bias or financial or somewhere in between); creation of the proposed T&C's can be based on a NEC PSC requiring completion of all Contract Data entries with the inclusion of more detailed design requirements and constraints or simply a design output spec (Scope) (depending on what main option and secondary options are selected)	2	N/A	0
CBMDC Procurement enactment - for the Construction Stage only	Creation of an ITT (which can be either be complex or simple, quality bias or financial or somewhere in between); creation of the proposed T&C's can be based on a NEC ECC requiring completion of all Contract Data entries which would need to rely upon the inclusion of explicit specifications and constraints or less detailed specification and constraints (WI) and either comprehensive or basic Site Info (depending on what main option and secondary options are selected)	1	N/A	0
CBMDC Procurement enactment - for the combined Design and Construction Stages	N/A	0	Creation of an ITT (which can be either be complex or simple, quality bias or financial or somewhere in between); creation of the proposed T&C's can be based on a NEC ECC (with ECI Adaption) requiring completion of only stage 1 Contract Data entries (Stage 2 to be negotiated at the end of Stage 1) which would still need to rely upon the inclusion of largely Design/ PM based specifications and constraints for Stage 1 only (along with overall scheme objectives) (WI) and basic Site Info (with more to be identified during stage 1)	2

Traditional approach using a separate Design Contract then a Build Contract.	Weighted Score	Alternative approach using one Design & Build Contract (with a two stage ECI with break & overall incentive for saving on scheme budget)	Weighted Score
		(depending on what main option(s) and secondary options are selected)	
Procurement Approach Risks/ Considerations	1.5	<ul style="list-style-type: none"> • Can only leverage the market for most competitive rates, fees and percentages for stage 2 • Less likely to have major financial disparity between competitors (as the financial element can be on Rates, Fees and Percentages) so quality of approach is more likely to be the decider • Two chances at the appointment of the contractor • Most of the costs to price Stage 2 will be borne by the Customer 	2
Supply Chain Appetite/ Engagement	2	<p>More likelihood of a more select supply base with this approach (possibility that some will not understand the concept)</p> <p>More likely to attract interest from some of the more collaborative contractors</p> <p>Less time and bid budget allocated to pricing the financial element (which means more focus can be on the quality)</p>	2
Assumed Design only Stage Deliverables	2	<ul style="list-style-type: none"> • All Engineering decisions made (based with buildability) • Detailed Design Completion (incl. Specs layouts and Plans) • Technical and buildability Value Engineering • Principal Designer duties • Technical approval from the Customers TA gained • Detailed Planning Approval granted • NR GRIP 5 attained • RIBA stage 4 attained?? • Technical and outline methodology approvals from Stakeholders gained?? • PM deliverables • Asset protection Agreements Established 	3
Assumed Construction only Stage Deliverables	2	<ul style="list-style-type: none"> • Construction & assurance of approved Design • Principal Contractor duties • PM deliverables • Procurement of remaining supply chain • Remaining Temporary works Design • Traffic mgt. approvals and delivery • Rail interface mgt. • As-Built drawings • Remaining Consents to methodology gained 	2

Traditional approach using a separate Design Contract then a Build Contract.	Weighted Score	Alternative approach using one Design & Build Contract (with a two stage ECI with break & overall incentive for saving on scheme budget)	Weighted Score
<ul style="list-style-type: none"> As-Builts Consents to methodology gained from stakeholders Stakeholder mgt. Commissioning & Handover 		from stakeholders <ul style="list-style-type: none"> Stakeholder mgt. Commissioning & Handover 	
Risk Transfer The risk of a technical solution is transferred to the Designer Depending on the procurement approach the risks for cost/ time overrun can be owned by any party The risk of construction approach is transferred to the Contractor The risk of suitability of Design for the Construction phase is owned by the Council The risk of NR engagement up to technical approval will be transferred to the Designer, during the construction phase will be largely owned by the Council. The risk of effective information transfer to allow on plan construction rests largely with the customer Designer will not want to provide compliance certificates unless they are supervising stage 2.	2	The risk of a technical solution is transferred to the Contractor (& Designer) Depending on the procurement approach the risks for cost/ time overrun is largely owned by the Contractor (& Designer) The risk of construction approach is transferred to the Contractor The risk of suitability of Design for the Construction phase is transferred to the Contractor (& Designer) The risk of NR engagement up to technical approval will be transferred to the Contractor (& Designer) the risk of NR engagement during the construction phase will be largely owned by the Contractor The risk of effective information transfer to allow on plan construction rests largely with the Contractor Designer can be employed in both stages (to design and assure the construction phase)	3
Overall Scheme durations Stage 1 (Design) is likely to be shorter Stage 2 (Construction) is likely to be longer 2 occasions of procurement and governance will add to the overall duration Greater likelihood of impact to the construction phase programme from Customer owned risks (NR performance issues with the Design etc.) Procurement of supply chain will only happen in the construction phase (ultimately delaying any construction start)"	1.5	Stage 1 (Design) is likely to be longer Stage 2 (Construction) is likely to be shorter 1 occasion of procurement and 2 of governance will likely reduce the overall duration Less likelihood of impact to the construction phase programme from Customer owned risks (Others not performing as agreed in stage 1) Procurement of critical and key suppliers can be commenced in the Design stage (ultimately advancing any construction start)	3
Value for Money Value engineering is likely to be confined to technical rather than technical and delivery Extremely difficult to require the Designer to consider constructability (unless they employ themselves a constructor, who will then be conflicted from stage 2 so possibly not that reliable) Less ability for the Customer to influence the Prices and/ or the Programme for stage 2 Greater likelihood of customer owned risks occurring in construction phase impacting costs to be paid to Contactor.	1.5	Constructor will own the design (so more likely to ensure its buildable and within time and cost budgets) Constructor will manage the Designer (although this can often culminate in less design and an unwitting detriment) a good constructor will want to encourage the right design Value engineering can be for both technical and delivery (Higher buildability) Easier promote the Designer to consider constructability Greater ability for Customer to influence the Prices and/ or the Programme for stage 2 Less likelihood of customer owned risks occurring in construction phase impacting costs to be paid to Contactor	2.5

Traditional approach using a separate Design Contract then a Build Contract.		Weighted Score	Alternative approach using one Design & Build Contract (with a two stage ECI with break & overall incentive for saving on scheme budget)	Weighted Score
Cost Certainty	<p>Where Designers are appointed on a cost reimbursable basis this can often prove difficult to control costs</p> <p>Could spend more on stage 1 eating into the available budget for stage 2 (unless lump sum but then quality of Design might be affected) costs can only be managed independently of each stage</p> <p>More likelihood that Stage 1 costs will be cheaper (without a contractor on board)</p> <p>Certainty of costs for stage 2 would rely on a greater transfer of risks during the tender (which can lead to an increase in tendered Prices)</p> <p>Because Stage 1 focuses more on the technical solutions being solved there is a greater likelihood of change impacting the construction phase</p> <p>Any estimate provided at the end of stage 1 (for the Construction phase) can only be provided to a certain level of care (and without downstream ownership of its accuracy)</p> <p>Any Tender provided for Stage 2 (by competing Contractors) may include errors or exploit failures in the ITT created for stage 2 (so may not be a reliable baseline for predicting out-turn costs)</p>	1.5	<p>Contractor will own the design (so more likely to ensure its buildable and within time and cost budgets)</p> <p>Contractor will manage the Designer (although this can often culminate in less design and an unwitting detriment) a good contractor will want to encourage the right design</p> <p>Contractor will manage the budget for both stages (good contractor will seek a balance) costs can be managed for both stages (particularly with any additional Scheme Share)</p> <p>Less likelihood that Stage 1 costs will be cheaper</p> <p>More likely to spend more in stage 1 (although if done correctly this will often translate to savings in the construction phase)</p> <p>Because Stage 1 focuses somewhat on the delivery as well as the technical solutions being solved there is less likelihood of change impacting the construction phase</p> <p>The Prices and Programme provided at the end of stage 1 (for the construction phase) is more likely to be a nearer representation of out-turn costs (simply because the Contractor will carry more of the risks and they have been involved in the developing solution)</p>	2.5
Management of Network Rail	<p>Engagement with NR during the design stage will likely rest more with the Customer's team. The Customer will also hold the risk of NR support and engagement during the construction phase.</p>	1	<p>During the design phase the Contractor can also engage with NR agreeing templates, outline method statements and construction methods with the aim to optimise the construction phase duration.</p>	2
Management of Statutory Authorities (if applicable)	<p>During the design phase discussions with the Statutory Authorities can usually only progress to C3 stage.</p>	1	<p>With the Contractor involved within the preconstruction phase discussions with the Statutory Authorities could progress further to C5 stage (allowing any notice periods to commence in stage 1 and not impact stage 2). The Contractor can manage the process from end to end, locating the correct people within the statutory organisations to ensure an efficient programme of works.</p>	3
Customer contract administration	<p>Management of 2 contracts required. A more conventional arrangement requiring less collaboration in solution development and subsequent risk sharing.</p> <p>The day to day Customer management team can be overseen and potentially given lower levels of authority.</p>	3	<p>Management of 1 contract only</p> <p>A more collaborative engagement is required by the Customers team during stage 1 with all parties aiming to improve and optimise the solution, requiring potentially more complex and less conventional administration</p> <p>The Customer's PM will need to be granted higher levels of autonomy in Stage 1 to make decisions that affect the whole of the project. The Customer will therefore need to place full trust in the ability of its PM to deliver the desired outcomes.</p>	2

Traditional approach using a separate Design Contract then a Build Contract.		Weighted Score	Alternative approach using one Design & Build Contract (with a two stage ECI with break & overall incentive for saving on scheme budget)	Weighted Score
Design Management	Designing to the specification. Minor challenges however and depending on the main options, potentially seeking the "safe" design options.	2	Integrated team will look to create value from the design solution. They will challenge the "norm", including the appropriateness of the original specification. Can be more dynamic to resolve stakeholder issues/ concerns at an earlier stage.	3
FINAL WEIGHTED SCORES		28		38

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