

**Agenda for a meeting of the Regeneration and Environment Overview and Scrutiny Committee to be held on Monday, 20 January 2020 at 5.30 pm in Committee Room 4 - City Hall, Bradford**

**Members of the Committee – Councillors**

| CONSERVATIVE      | LABOUR  | LIBERAL DEMOCRAT | GREEN |
|-------------------|---|------------------|-------|
| Herd<br>Heseltine | Berry<br>Dodds<br>Kamran Hussain<br>Jamil<br>Mohammed | R Ahmed          | Love  |

**Alternates:**

| CONSERVATIVE     | LABOUR  | LIBERAL DEMOCRAT | GREEN  |
|------------------|---|------------------|--------|
| Riaz<br>Whiteley | Johnson<br>Choudhry<br>Dunbar<br>Jenkins<br>Lintern | Stubbs           | Warnes |

**NON VOTING CO-OPTED MEMBERS**

Nicola Hoggart  
Julia Pearson  
Environment Agency  
Bradford Environmental Forum

**Notes:**

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

**From:**

Parveen Akhtar  
City Solicitor

**To:**

Agenda Contact: Asad Shah  
Phone: 01274 432280  
E-Mail: [asad.shah@bradford.gov.uk](mailto:asad.shah@bradford.gov.uk)

## **A. PROCEDURAL ITEMS**

### **1. ALTERNATE MEMBERS (Standing Order 34)**

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

### **2. DISCLOSURES OF INTEREST**

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

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

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

*Notes:*

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

### **3. INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Asad Shah - 01274 432280)

#### 4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

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

### B. OVERVIEW AND SCRUTINY ACTIVITIES

#### 5. WORKFORCE DEVELOPMENT PLAN AND SKILLS FOR WORK UPDATE 1 - 34

The report of the Strategic Director, Children's Services (**Document "BF"**) provides an update on the District Workforce Development Plan and Skills for Work, including details of achievements and future plans.

**Recommended –**

**That members note the content of this report and the continued success of SFW and its delivery of learning and apprenticeships across the District.**

(Phil Hunter – 01274 439575)

#### 6. THE MANAGEMENT OF WASTE AND RECYCLING ACTIVITIES WITHIN THE DISTRICT 35 - 60

The report of the Strategic Director, Place (**Document "BG"**) provides a description of the current management of waste, and gives an update on the work programmes undertaken in 2019, and those planned for 2020, to improve the management of waste to more sustainable levels in line with the Waste Strategy (Municipal Waste Minimisation and Management Strategy 2015). The report also provides performance details for the year 2018/2019.

**Recommended –**

**That Regeneration and Environment Overview & Scrutiny Committee consider the information presented in this report and request a further progress report in twelve months.**

(Susan Spink – 01274 434779)

**7. CIVIC QUARTER DISTRICT HEAT - UPDATE ON PROGRESS AND PRESENTATION OF THE OUTLINE BUSINESS CASE'S KEY FACTS** 61 - 70

The report of the Strategic Director (**Document “BH”**) presents a summary of the outline business case to support the Council’s ambition to develop a City Centre based District Energy Network, supplying low carbon heat and electricity on commercial terms, to city centre civic buildings, other public sector buildings and commercial properties.

**Recommended –**

**That the committee request further update on the progress of the scheme at the commencement of the commercialisation work and that a request for support of the procurement strategy for the scheme itself and the procurement of energy from the scheme be sought from committee at this time.**

(Neill Morrison – 01274 434003)

**8. UPDATE OF THE PREVIOUS 12 MONTH REVIEW OF THE DISTRICT'S CASUALTY REDUCTION WORK** 71 - 82

The report of the Strategic Director, Place (**Document “BI”**) provides an update to the previous recommendations around the management of the district’s Killed and Serious Injuries (KSI’s) on the highway. The report also updates on the Inter-Departmental Agreements between Planning, Transportation & Highways Service and Public Health around the Road Safety Team.

**Recommended –**

- (1) That Members note the content of the report.**
- (2) That officers are requested to update the Committee in 12 months time to include Casualty performance and a financial update.**

(Simon D’Vali – 01535 618375)

**9. NOT FOR PUBLICATION**

**Recommended –**

**That the public be excluded from the meeting during the discussion of the Not for Publication Document “BJ” on the**

grounds that it is likely, in view of the nature of the proceedings, that if they were present, exempt information within paragraph 3 (financial or business affairs) of Schedule 12A of the Local Government Act 1972 (as amended) would be disclosed and it is considered that, in all the circumstances, the public interest in allowing the public to remain is outweighed by the public interest in excluding public access to the relevant part of the proceedings for the following reasons:

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

(Licia Woodhead – 01274 432119)

#### 10. **SMART STREET LIGHTING PROJECT**

The report of the Strategic Director, Place (**Document “BJ” - NOT FOR PUBLICATION**) is to provide updated information to this committee regarding the Smart Street Lighting Project. It provides details of the Invest to Save proposal to replace all street lighting lanterns with energy efficient LED units and the replacement of life expired street lighting columns and progress made with the project.

**Recommended –**

**The Regeneration and Environment Overview and Scrutiny Committee note the progress of the Smart Street Lighting project for the Council’s street lighting asset replacement and welcome the proposed approach and support the strategy.**

(Allun Preece – 01274 434019)

#### 11. **REGENERATION AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019-20**

83 - 88

The report of the Chair of the Regeneration and Environment Overview and Scrutiny Committee (**Document “BK”**) presents the Committee’s Work Programme 2019-20.

**Recommended –**

**That the Work programme 2019-20 continues to be regularly reviewed during the year.**

(Licia Woodhead – 01274 432119)

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# **Report of the Strategic Director, Children's Services to the meeting of the Regeneration and Environment Overview and Scrutiny Committee to be held on 20<sup>th</sup> January 2020**

**BF**

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**Subject:**

**Workforce Development Plan and Skills for Work Update**

**Summary statement:**

This report provides an update on the District Workforce Development Plan and Skills for Work, including details of achievements and future plans.

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Mark Douglas  
Strategic Director Children's Services

**Portfolio: Education, Employment and Skills**

Report Contact: Phil Hunter  
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**Overview & Scrutiny Area:**  
Children's Services / Regeneration and Environment

# **WORKFORCE DEVELOPMENT PLAN**

## **1. SUMMARY**

- 1.1 The district Workforce Development Plan, “People, Skills, Prosperity” will be formally launched in 4<sup>th</sup> February 2020 at an event for employment and skills partners hosted by the University of Bradford.
- 1.2 Further to the publication of the District’s Economic Strategy, “Pioneering, Confident and Connected” the Workforce Development Plan sets out the local employment and skills framework that will deliver specific key targets from the Strategy.
- 1.3 In particular the Workforce Development Plan focusses on the targets to increase GVA by £4billion; support 20,000 more Bradford residents into work and up-skill 48,000 more people to Level 3. These targets are to be met by 2030.
- 1.4 The Plan has been shaped by extensive consultation with key local partners from business, schools, Further Education, Higher Education, DWP, the Chamber of Commerce, voluntary sector and independent training providers, as well as elected members, local residents and through committee meetings.

## **2. BACKGROUND**

- 2.1 The development of the Plan reflects that all partners have a vital role in the system – employers; schools; Colleges; the University; training providers; central government including the DWP, the voluntary sector, the West Yorkshire Combined Authority; the Local Enterprise Partnership; and the Council. The input of these partners has been critical in shaping an approach that is jointly owned and delivered.
- 2.2 “People, Skills, Prosperity” sets out the context in Bradford and how the system needs to be more efficient and user-friendly to prepare both businesses and residents for the changing world of work, increasing automation and artificial intelligence, and the post-Brexit economy.
- 2.3 The context of the wider working and geographies across the Leeds City Region that have a bearing on Bradford, our labour market and the working patterns of our residents were also a key consideration in the development of the Plan.
- 2.4 The three key themes for action in the Plan are how we will improve our employment and skill levels through:
  - building the skills employers seek;
  - improving job quality in the district; and
  - connecting our communities to good jobs and careers.
- 2.5 We have a track record of strong and productive partnership working to improve employment and skills outcomes in the District. This Plan builds on a range of interventions that have been delivered collaboratively, reflecting partners’ common employment and skills ambitions.

- 2.6 In particular through the Get Bradford Working programme the Council and partners including Job Centre Plus, Leeds City Region, Incommunities, Aspire-igen, businesses, the University and our colleges have had significant success. Get Bradford Working supported over 3,500 residents into work.
- 2.7 The Plan is written to be a success within the context of the current employment and skills landscape. It is anticipated however that, although the geography is unknown, there will be a skills devolution deal that covers Bradford during the life of this Plan. As such the approach has been designed so that proposed actions can be aligned with any future devolution arrangements.

### **3. OTHER CONSIDERATIONS**

#### *Governance*

- 3.1 Progress has been made with implementing the new governance arrangements for the Plan. The Portfolio Holder Education, Employment and Skills is to Chair the newly established Bradford Employment and Skills Board.
- 3.2 The Board will have strategic oversight of activity under the three key themes of the plan, and will receive progress reports from four work stream groups on key interventions and against the high-level targets of the Plan.
- 3.3 The four work stream boards are: the ICE District Partnership Board chaired by Andrew Laver; the Heads of Post-16 Partnership Board to be chaired by Ilkley Grammar School; the Connecting our Communities to Jobs Board to be chaired by DWP and the Improving Job Quality Board to be chaired by the Chamber of Commerce.
- 3.4 The first meeting of the Bradford Employment and Skills Board takes place on 13<sup>th</sup> January.

#### *Progress to date*

- 3.4 The Industrial Centres of Excellence (ICE) and SkillsHouse programmes of work were both initiated through the Get Bradford Working programme, and are making a key contribution to the approach set out in People, Skills, Prosperity.
  - 3.4.1 SkillsHouse was initially established to support retail, hospitality and visitor economy businesses and to help local people find jobs and has had considerable success - since launching, SkillsHouse has supported 1,400 unemployed individuals into work, and worked with over 110 businesses.
  - 3.4.2 Assessments, support and training are delivered in partnership with a range of providers across the District, including Jobcentre Plus, Aspire-igen, Bradford College, Shipley College, Keighley College and Skills for Work.
  - 3.4.3 SkillsHouse has also broadened its focus to incorporate delivery in the Health and Social Care sector as well as securing additional central government and European

funding to work with specific client groups. SkillsHouse is currently also supporting the Police, Ambulance Service and Armed Forces with their recruitment campaigns.

- 3.4.4 The engagement with the Armed Services links to the Council's work on the Defence Employer Recognition Scheme. The Council was achieved the Silver Award in November 2018 on this scheme recognising that we support the employment of veterans and service leavers. This includes an offer to people leaving the forces or who have left to have a work placement at the Council and monitoring data do track what happens with those from the Armed Forces who apply to the Council.
- 3.4.5 SkillsHouse has a critical role in the implementation of the plan. SkillsHouse will be the focus of our ambitions around improving job quality and connecting all our communities to economic opportunity. SkillsHouse will become the key agent facilitating 'hiring local' and through the One Workforce programme is already delivering community engagement activity that will support economically inactive residents to access the labour market.
- 3.4.6 The Industrial Centres of Excellence (ICE) are innovative education-industry partnerships that have been locally developed and it is an established model that is clearly demonstrating success. At its heart an ICE is a forum for regular discussions and relations between employers and educators to ensure young people leave education with skills that reflect employer demand.
- 3.4.7 ICE delivers our approach to sector-based careers and technical education in secondary schools, building on the Bradford Pathways approach in primary schools. To date more than 300 businesses have engaged with the ICE programme. Last year over 3,000 young people were on sector based learning programmes and over 15,000 young people were engaged in overall careers and technical education interventions through the ICE partnership.
- 3.4.8 Six of the planned nine ICE are now operational. The nine ICE will ensure we have pathways into all sectors of the local economy. ICE now benefits from significant investment from a range of education and business partners that fund a central ICE team, and has implemented new governance arrangements through 2019.
- 3.4.9 In July eight elected members from the Health and Wellbeing Overview and Scrutiny Committee visited the Health and Social Care ICE Summer School focussing on careers in the sector. For students attending who are applying to the University of Bradford this event earned them additional UCAS points.
- 3.5 As partners we have also made significant progress in delivering the "joint approach to post-16 education" that was agreed following our post-16 review three years ago. This has been most evident through the new Dixon's Sixth Form Academy and New College Bradford which both opened this September. Work is also continuing on developing the A Level provision and offer in the north of the district in line with aims of the review.
- 3.6 This approach to academic and technical provision and the related pathways through to further and higher education, and good careers will have a significant impact on ensuring the skills employers need are available within the local talent

pool.

- 3.7 The Health and Social Care Economic Partnership has now been formerly established as a key collaboration of anchor organisations. Its role is to secure greater integration in the planning, delivery and management of the health and social care workforce, and subsequently develop a joined approach to workforce development locally. The benefits of this will be to support more people into training and work, which will have a positive impact on the well-being of the district. Its One Workforce Programme will provide a pipeline of new recruits into the health and care sector, and through the Programme, we will strengthen opportunities and progression for people who work within the sector.

The One Workforce Programme is made up of 3 projects:

- Inclusive Community Recruitment
- Centre for Workforce Development
- System-wide recruitment

- 3.7.1 Inclusive Community Recruitment - proactively engaging with those that are furthest from work to recruit a more diverse and representative workforce as a catalyst for economic inclusion and local community regeneration.

- 3.7.2 In its first year (2019), the programme has already engaged with 437 residents. Of these 437 participants the majority (78%) have been female and 316 are from BME backgrounds. Key engagement has been in the following postcodes: BD3, 4, 7, 8, 9, 18 and 21. This programme is therefore clearly seeking to address known inequalities in the labour market (as identified in the plan) and support some of our most disadvantaged communities.

- 3.7.3 Centre for Workforce Development – We are currently exploring options around provision of a centralised workforce development service for the whole of the health and social care sector in the Bradford District. It is intended that delivery against the preferred option will commence in the spring 2020.

- 3.7.4 System-wide recruitment – We are currently developing our online digital presence and aim to have a fully interactive website available by summer 2020. We are working with HR colleagues from across the health and care sector to explore how we can align our recruitment processes to be more accessible. And we are specifically exploring how we can match entry level jobs to people who are being supported through the Community Recruitment project.

- 3.8 Clearly we are in the early stages of implementing the approach set out in the Plan, and we will need to build on the existing partnerships, scale on-going interventions and develop new initiatives if we are to meet our ambitions. Work continues at pace to achieve our goals with the support and coordination of the Employment and Skills team.

## **4 FINANCIAL & RESOURCE APPRAISAL**

It is anticipated that a range of partners will co-invest resources with the Council in the delivery of the Priority Actions, as has been the case with the ICE District Partnership and Get Bradford Working.

**5 RISK MANAGEMENT AND GOVERNANCE ISSUES**

Risks associated with this report are primarily reputational. This risk will be mitigated through the oversight of the Employment and Skills Board.

**6 LEGAL APPRAISAL**

No legal issues.

**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**

There are no Ward or area implications, the Plan sets out an approach for the whole district.

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

Not applicable

**7.9 NOT FOR PUBLICATION DOCUMENTS**

None.

**8. OPTIONS**

6

None.

## 9. RECOMMENDATIONS

- That the Committee note the content of this report and welcome the continued success of the partnership approach in providing access to employment opportunities for those living within Bradford and the District.
- That the members of the Committee promote the Plan within their networks to engage employers and residents with the approach.
- That the Committee receives an update on implementation of the Plan, one year on from the launch.

## 10. APPENDICES

**Appendix 1:** People Skills Prosperity

## 11. BACKGROUND DOCUMENTS

[Pioneering, Confident and Connected  
A joint approach to post-16 education](#)

## SKILLS FOR WORK

### SUMMARY

- 1.1 Skills for Work (SFW) provision contributes to the Council's commitment to both develop better skills, more good jobs and a growing economy, and a great start and good schools for all our children as detailed in the District Plan and in alignment with "People, Skills, Prosperity". A key focus for Skills for Work is working within our deprived communities connecting to good sustainable jobs and careers in support of our strategic plans as outlined in "People Skills Prosperity".
- 1.2 SFW is made up of three distinct teams delivering a range of employment, learning and skills programmes to residents in the Bradford District: Apprenticeships; Employment Support; and Family and Community Learning. All funding is from external sources.
- 1.3 SFW operates as a fully traded service to meet the learning and employment needs of those at most disadvantage in the District. SFW provides learning opportunities for parents, families and unemployed adults. The service supports the creation of apprenticeships across the District by providing training matched to local need facilitating a clear pathway into further learning and employment.
- 1.4 SFW is within scope of the Ofsted Education inspection framework and continues to maintain the Good rating as judged by Ofsted inspection team in December 2017 whilst continuing to work toward outstanding. In recognition of our outstanding careers information and guidance we continue to hold the matrix accreditation.

## **2. Background**

2.1 The Council has an established track record of successfully delivering central government funded employment and skills programmes. SFW work with local residents who have multiple barriers and are furthest from the workplace to develop skills and gain qualifications to progress into employment, further training or an apprenticeship. Overall SFW have supported more than 2,600 people within our most deprived communities over the past 12 months.

### **Apprenticeships**

2.2 SFW is the preferred training provider for apprenticeships within Bradford Council.

Apprenticeships are offered in the following vocational areas:

- Management;
- Team leader;
- Business Administration;
- Customer Service; and
- Public Service Operational Delivery Officer

2.3 Our Apprenticeship provision continues to grow. We work closely with our Learning and Development Academy and HR colleagues to ensure we deliver the training the Council needs in delivering the Council target of employing 500 Apprentices. In support of this, we are continuing to grow our Apprenticeship offer, especially with Team Leading and Management apprenticeship training opportunities.

2.4 We are very proud to say that our overall apprenticeship success rates are currently running at 81.5% and we have recently achieved 100% in End Point Assessments for Public Service Operational Delivery qualifications. This is one of the first national End Point Assessments in this qualification and a great achievement for our assessors, tutors and learners. We have ambitious plans in development for SFW to become a centre of excellence for this provision certified by the awarding body.

### **Adult Community Learning**

2.5 A range of accredited courses are delivered in functional English and maths, ESOL and ICT in community based venues and schools across the district. Additionally qualifications in a range of vocational and employability skills are delivered to unemployed participants to aid their search for work.

For new courses being delivered during the 2018-19 academic year, SFW has targeted working with schools which have been judged as 'inadequate' or 'requiring improvement' in their most recent Ofsted inspections and are working with an additional 17 schools. Areas with high levels of deprivation and low skills levels have been targeted to help those in greatest need, recent engagement activities have focussed on the BD8 and BD5 post code areas. We engage parents especially mothers to improve their literacy and numeracy schools so they are better able to support their children's learning.

Due to the review of the curriculum offer and an enhanced marketing campaign learner engagement has increased by 43%. Achievement rates on ACL continue to be very good and above national rates:

- Success rates on English and ESOL qualifications continue to improve; ESOL in particular has an outstanding achievement rate of 96%.
- Low level functional skills both maths and English have seen an improvement to achievement rate of 83.3%
- Despite low level learners with ESOL requirements (assessed not at functional level), learner engagement has impacted on overall achievement rates for 2018-19.

## 2.6 Family Learning

In response to growing local demand, we deliver over 130 accredited and non-accredited courses for family and community learning in 30 schools and community venues across the district. Based on schools', community and learner feedback and increased demand for support this year, we have planned to increase and widen our provision in 2019- 2020.

Achievement rates on family learning courses are outstanding at 96.5% for academic year 2018-19. We focus our resources in our most deprived wards and have supported an incredible 1,534 learners who have successfully achieving 457 accredited qualifications. The hard work of our tutors and learners has resulted in continuing attendance and success rates:

- English and ESOL qualifications continue to improve with an achievement rate of 80.4%, with ESOL an outstanding 96%;
- Functional skills, both maths and English have seen an improvement to achievement rate of 83.3%;
- As a result of feedback and increasing demand, this year we have targeted our maths provision to include a new MSOL (maths for speakers of other languages) resulting in 40% increased participation; and
- Functional Maths achievement rates continue to improve overall at 70.2%.

We regularly consult our all users and review programmes to meet local need and impact on supporting local people to gain the right skills needed for gaining sustainable employment. Our programmes are delivered across the District and focussed in our most deprived wards and supports families and carers to help their children in school and to participate in the wider community. The range of support available for families covers all age groups from early years onwards.

The annual Family Learning Festival continues to be a great success with participation growing year on year. Delivered during the October half-term, the festival is designed to encourage all members of the family to learn as a collective group and to act as a recruitment device for SFW and all delivery partners. In October 2019, 560 people from over 200 families took part in the festival. This is part of our extensive programme

of courses offered during school holidays in libraries, museums and community venues across the district which engaged nearly 600 families during 2018-19.

### **3. OTHER CONSIDERATIONS**

Ofsted Education Inspection Framework

- 3.1 SFW continues to maintain the Ofsted judgement of Good. The well-established and clear vision of managers and leaders underpin SFW's intent in line with wider council priorities. As a consequence a strong ethos of supporting those from the most disadvantaged communities to progress in learning and into employment pervades creating an inclusive and welcoming environment for learners.

Tutors model appropriate attitudes and behaviours well, encouraging learners to consider how they can contribute further to community life in the District. Strong performance management processes enable swift improvement actions and ensure provision meets learners' needs resulting in high achievement rates and clear progression pathways to higher level, accredited courses.

Safeguarding is paramount and is judged to be effective with a well-planned training programme for staff to maintain focus and expertise in this area.

A key focus of SFW is to move toward being judged as outstanding. Quality improvement plans are in place to support and develop staff to ensure outstanding teaching learning and assessment becomes the norm through rigorous quality monitoring and performance management. The introduction of additional qualifications and apprenticeship standards has been based on local demand and verified by awarding bodies to ensure the highest standards are maintained for teaching, assessment activity and examinations.

All staff has had recent training in the new requirements and we are currently engaging in the Association of Education Learning Providers' pilot "Good to Great" programme to support our ambition to be outstanding first choice provider. We are recognised regionally as a good provider of innovative practice and are working in partnership with Leeds Teaching Hospitals to support and advise their supply chain with the new government initiative Levy transfer. This enables us to engage with local GPs practices across the district and focus on our most deprived wards. We work closely with Leeds City Region LEP to engage with local SMEs utilising their Levy transfer system to support local businesses and the aims of the district Workforce Development Plan.

### **4 OTHER CONSIDERATIONS**

- 4.1 None

### **5 FINANCIAL & RESOURCE APPRAISAL**

- 5.1 SFW is a fully traded service. Current funding levels for community and family learning

are received as a direct grant from ESFA subject to success and achievement rates and eligible spending criteria to support learner needs.

Apprenticeship funding is received directly from traded services, from levy payments within Bradford Council and local employers and is a growth area for SFW. Continued business development activity is in place to source new funding streams and we have seen a growth in external revenue this year of 22%.

## **6 RISK MANAGEMENT AND GOVERNANCE ISSUES**

6.1 Risk to contract delivery and outputs on ESFA provision including apprenticeships is mitigated by stringent contract monitoring procedures undertaken within the SFW team.

## **7 LEGAL APPRAISAL**

No legal issues.

## **8 OTHER IMPLICATIONS**

None

### **8.1 EQUALITY & DIVERSITY**

None

### **8.2 SUSTAINABILITY IMPLICATIONS**

None

### **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **8.4 COMMUNITY SAFETY IMPLICATIONS**

None

### **8.5 HUMAN RIGHTS ACT**

None

### **8.6 TRADE UNION**

None

### **8.7 WARD IMPLICATIONS**

There are no Ward or area implications as SFW supports residents in all areas of Bradford and the District with particular focus on Bradford and Keighley

### **8.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

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**(for reports to Area Committees only)**

Not applicable

**8.9 NOT FOR PUBLICATION DOCUMENTS**

None

**9. OPTIONS**

No Options

**10. RECOMMENDATIONS**

- That members note the content of this report and the continued success of SFW and its delivery of learning and apprenticeships across the District;

**11. APPENDICES**

Appendix 1 – Skills for Work success rates

**12. BACKGROUND DOCUMENTS**

None

Appendix 1 – Skills for Work success rates  
 Achievement rates 2018-2019  
 N/A refers to new courses delivered from 2018

| Achievement Rates   |           |           |
|---|-----------|-----------|
| Adult and Family Learning Accredited Learning                         | 2017-2018 | 2018-2019 |
| Overall Success Rates %   | 91        | 96.5      |
| English   | 76.6      | 83.3      |
| Entry Level AIMS  | N/A       | 84.9      |
| ESOL  | 82        | 88        |
| Child Learning and Development  | N/A       | 92        |
|   |           |           |
| Functional skills   |           |           |
| English   | 76.6      | 83        |
| Maths   | 58        | 72        |
| Entry Level AIMS  | N/A       | 83.3      |
| ICT   | N/A       | 100       |
|   |           |           |
| Increased learner recruitment and participation in learning           | 2017-2018 | 2018-2019 |
| Learner Starts  | 355       | 657       |
| Progression learner starts from non-accredited to accredited learning | 153       | 366       |
|   |           |           |
| Apprenticeships   |           |           |
|   | 2017-2018 | 2018-2019 |
| Overall Apprenticeship Success Rates                                  | 81.3      | 81.5      |

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# PEOPLE, SKILLS, PROSPERITY



## Bradford District's Workforce Development Plan





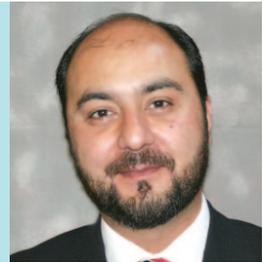
*People, Skills, Prosperity*, is the first workforce development plan for the Bradford District. This plan builds on the district's bold economic strategy *Pioneering, Confident and Connected*, which provides the vision for a stronger more inclusive economic future for the district.

The people of Bradford are key to the success of the district. A successful economy in Bradford is dependent on the skills of the people who live and work here. Everyone who lives, works and runs business in the district has a role to play in improving skills at all levels from entry through to PhD. The plan has been developed with businesses, education and skills providers, community groups and the people of the district. It is this partnership that is the key to delivering the vision it sets out.

A successful economy will drive our prosperity and the payoff will be enormous: a much more competitive position for our local businesses and a better quality of life for our local people.

This plan sets out the context in Bradford and how we will improve our skill levels through building the skills employers seek, improving job quality in the district and connecting our communities to good jobs and careers, building a skills system that works for everyone.

**Councillor  
Imran Khan**  
Portfolio  
Holder for  
Education,  
Employment  
and Skills



Strong businesses drive economic growth, and for businesses to thrive and prosper we need a skilled workforce. It is essential that the young people of our district gain the relevant qualifications and experience in schools to augment this workforce.

This plan sets out what education and skills providers, the Council and other partners and businesses will do together to make sure that we offer the pathways to the skills our young people need.

If together we deliver this plan then we genuinely have the opportunity to bring prosperity to the whole district.

**Andrew  
Laver**  
MD Laver  
Regeneration  
and Chair of  
Bradford ICE



# EXECUTIVE SUMMARY

## A PIONEERING, CONFIDENT AND CONNECTED DISTRICT

This strategy has been developed following a significant consultation process. Right across the system everyone agreed that we need a root and branch change to the way it works.

The district has made substantial progress working in partnership to support jobseekers into sustainable work and building credible partnerships with employers to influence education and training. Across the district, there are a range of promising initiatives by partners helping to address deeper challenges



around employer engagement, skills development, and community prosperity.

It is important that we collaborate effectively as a true system to further develop and diversify the current set of workforce programmes. Partners need shared communication tools and effective information sharing systems to ensure the system quickly adapts to changing business need. Above all we must better connect our workforce system to economic development activities, so all our communities can benefit from growth.

Bradford is a district of opportunity with higher numbers of young people than average progressing to Higher Education, increasing employment rates and a distinctive economic growth. However the data indicates that the benefit is not being felt by all communities or residents. age, gender, ethnicity and qualification levels are all key factors in accessing the labour market and in the type of work that people secure.



▶ **PEOPLE, SKILLS, PROSPERITY**

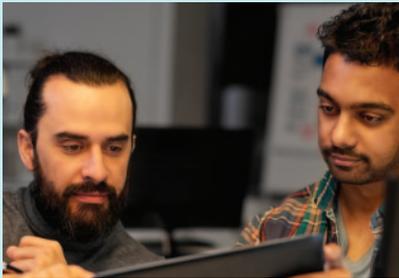
At the same time many of the employers in the district experience difficulties recruiting to their vacancies and have persistent skills gaps. There is a clear imperative to connect those communities that are under-represented in the workforce with opportunities to work.

There is a resource implication to this too. We do not have either the skills capital investment or revenue funding that will support the delivery of our ambitious targets for the District. Our response to this is to repurpose and better coordinate existing funding and work with businesses to stimulate private investment but we also need central government to help resource provision to up-skill our workforce.



**VISION**

Our vision is simple: to connect and secure all our residents and communities with economic opportunity and support our businesses to access the talent and develop the skills they need to prosper.



**OUR TARGETS**

This plan sets out activity and actions for the next five years. By the end of 2023 we aim to have secured jobs for 8,000 more local people and 20,000 more Level 3s in the workforce compared to the baselines used for the Economic Strategy.

OUR PLAN

ONE AMBITION

To be the UK's fastest growing economy over the coming decade, increasing the value of our economy by £4 billion and getting 20,000 more people into work

TWO PRINCIPLES

INCLUSIVE

Ensuring everyone can contribute to and benefit from growth

SUSTAINABLE

Ensuring growth protects and enhances our natural environment

THREE STRATEGIC ASSETS

People

Our young and diverse population provides Bradford with a unique advantage

Business

Our innovative and productive businesses give the platform for growth

Place

Our diverse place and communities provide a range of live and work opportunities

THREE KEY THEMES

Build the skills employers seek

Improve job quality

Connect communities to good jobs and careers

WE WILL

1 Expand sector based workforce development

2 Ensure people make informed decisions on their future careers

3 Maximise anchor institutions' economic power

4 Develop a one-stop shop to support business talent needs

5 Support low skilled jobseekers into work and to progress in work

6 Develop an inclusive community learning plan

# 1

## PART ONE:

# A PIONEERING, CONFIDENT AND CONNECTED DISTRICT



RAISE GVA BY

**£4bn**

**20,000**

MORE PEOPLE INTO WORK

**48,000**

MORE PEOPLE WITH NVQ3 LEVEL SKILLS

## INTRODUCTION

Bradford has a proud history of industrial, social and economic success. Our people, our places, our unique countryside, our history and our talent are coming together – connecting us across the UK and around the world to new opportunities. We know that we can build a great future for our people by delivering economic growth that leaves no one behind.

The district's Economic Strategy, "Pioneering, Confident and Connected" set out our plans to do that by increasing business productivity, and supporting young and enterprising people to innovate, invest and build fulfilling lives in the district.

We are proud of the great work that is happening to deliver Pioneering, Confident and Connected. Bradford Economic Partnership is taking decisive action to realise the ambitions of this strategy by leading and driving rapid and lasting change. At the very heart of the strategy is our target to be better than

the UK averages for productivity, jobs, earnings and skills.

By 2030 this will mean at least 20,000 more people in work across the district, 48,000 more local people will have secured a Level 3 qualification, and GVA will have grown by £4billion in the local economy.

Every child, young person and adult needs to be empowered to benefit from this growth and drive further improvements in workforce productivity. At the same time our businesses need the talent pipeline that can deliver a workforce with the skills they need, when they need them. These two considerations are central to achieving our ambitions for Bradford.

People, Skills, Prosperity considers where we are currently as a district and how we can collectively capitalise on our current strengths and successes to achieve the common goals of our partners, and in doing so, raise up all of our communities.

## THE EMPLOYMENT AND SKILLS CONTEXT FOR BRADFORD

This section draws out key considerations relating to our priorities, informed by this research and the national policy context.



### Employment and economic activity

Bradford faces some substantial labour market challenges in ensuring that all our communities and residents are accessing work. The longer-term trend is positive and employment continues to rise in the district, but our employment remains lower in Bradford than in the wider West Yorkshire Combined Authority

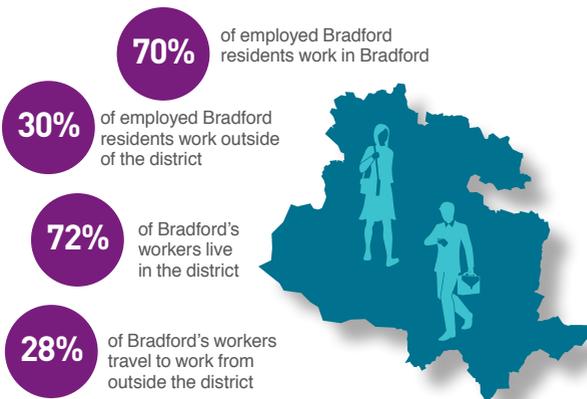
Bradford does have strong growth in many areas and is a distinct area within these broader geographies. Manufacturing employment has grown faster than in West Yorkshire Combined Authority or Leeds City Region (LCR).

- Employment in accommodation and food services has grown substantially in common with West Yorkshire Combined Authority and the City Region.
- Bradford has experienced substantial growth in employment in information and communication services similar to

West Yorkshire Combined Authority and stronger than the LEP area.

- Finance and insurance employment grew in Bradford but has fallen in West Yorkshire Combined Authority and LCR.
- Bradford has seen much lower employment growth than West Yorkshire Combined Authority and LCR in the related sectors of professional, scientific and technical services, and business administration and support services.

### Travel to Work Data from the 2011 Census showed:



The five sectors that employ the most Bradford residents are:

- public administration, education and health
- distribution hotels and restaurants
- banking finance and insurance
- manufacturing
- transportation

## PEOPLE, SKILLS, PROSPERITY



## EMPLOYMENT TRENDS



### EMPLOYMENT IN Business Admin & Support Services

+ Has experienced low growth



### EMPLOYMENT IN Manufacturing

+ Has grown more than West Yorkshire Combined Authority (WYCA) or Leeds City Region (LCR)



### EMPLOYMENT IN Accommodation & Food Services

+ has grown substantially, the same as WYCA and LCR



### EMPLOYMENT IN Information & Communication Services

+ has grown substantially, the same as WYCA and LCR



### EMPLOYMENT IN Finance & Insurance Services

+ Has grown more than WYCA and LCR



### EMPLOYMENT IN Scientific & Technical Services

+ Has experienced low growth

There has also been acceleration in the growth of low pay and insecure employment. Too many residents are in, or moving in and out of, low-paid and insecure employment with few chances to progress into better-paid and more stable jobs.

### Meeting employer demand

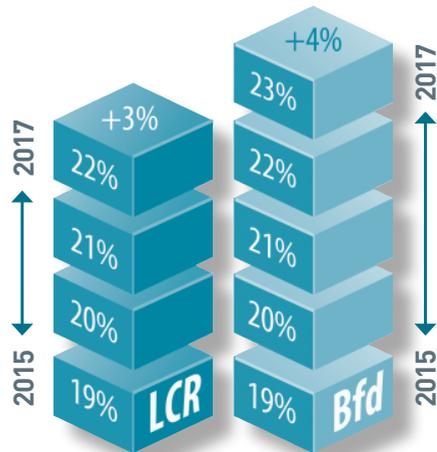
There is evidence that locally we have employers struggling to meet their workforce needs. The 2017 Employer Skills Survey (ESS) shows that nationally and regionally, there was no change in the number of employers with vacancies in 2017 compared to 2015. However the Leeds City Region area and Bradford both recorded an increase in vacancies – LCR had an increase to 22 per cent in 2017 from 19 per cent in 2015 while Bradford recorded an increase from 19 per cent in 2015 to 23 per cent in 2017.

### Growth of insecure employment

There has also been acceleration in the growth of low pay and insecure employment. Too many residents are in, or moving in and out of, low-paid, insecure employment, with few chances to progress into better-paid and more stable jobs.

### The Workforce Development System

The inequalities in the labour market and the difficulties businesses experience with training and recruitment are in part because of how the current employment and skills system operates.



The national picture is one of constant reform and a lack of alignment and coordination. For example, research by the Local Government Association found that across the wider economic development landscape there are at least 70 different funding streams, managed by 22 delivery agencies or government departments.

This investment is not meeting local need, addressing economic and social challenges, or making a decisive impact on outcomes for people or business in our district. A key theme of this plan’s actions is greater local co-ordination of budgets and provision.

### The Future World of Work

We recognise that there are significant changes in the world of work that will impact the workforce and demand for skills over the coming decade with greater automation, increased casualisation of work in our district and region, alongside



the changes that leaving the EU will produce. There will also be significant opportunities presented by local infrastructure developments and across the wider Leeds City Region economy.

Meeting the future needs of the economy will mean investing in the skills of those who are in work today, as well as those who are yet to enter the workforce. The twin elements of effective adult education and skills as well as employer involvement in education are critical to achieving these aims.

The scale and impact of these changes is difficult to predict. What is clear is that we need a system which is agile enough to respond quickly to these and other challenges.

### A New Way of Working

For the system to work better for businesses and for individuals, we have to find new ways of working together. All partners have a vital role in this system – the Council; employers; schools, training providers ; central government including the DWP; the voluntary sector, the Local Enterprise Partnership all working to a shared plan and set of goals .

This plan sets out the framework for this leadership bringing a “whole systems” approach to improving skills. It sets out what we will do in Bradford to improve our systems and to make the current disconnected services work better for the district.

This approach to place leadership will bring together and localise support to reduce costs, complexity and duplication will improve access to services, and respond to community and business needs.

### Towards Devolution

Changes to LEP boundaries and governance, the development of local industrial strategies and early indications of how the Shared Prosperity Fund (that will replace EU funding) will be distributed, reinforce the idea that the devolution agenda will continue to progress. It is certainly anticipated that, despite the geography not currently being clear, there will be a devolution deal that covers Bradford during the life of this plan and that the plan is agile enough to respond to this.

## Resourcing the Plan

Making best use of existing resources - we will work as a partnership to seek to use existing national and local funding streams to create a systemic structure and the interventions that support skill-building and advancement.

Partners are already working collaboratively and committing significant resource to local programmes as has been the case with the Industrial Centres of Excellence and we will extend this across the skills landscape.

Seeking additional resources - achieving our ambitions will also require sustained increased public revenue and capital investment. This includes the additional funding from ESFA that will be needed

when we achieve our ambition of increasing the numbers of qualifications at level 3 and 4 and above that are in the plan.

As the district deepens its engagement with employers, new opportunities will arise to leverage private investments on behalf of both jobseekers and the current workforce.



# 2

## PART TWO: OUR PLAN

To realise our ambition a series of priority actions are outlined below focussing on three key areas

1



**BUILDING SKILLS  
EMPLOYERS SEEK**

2



**IMPROVING  
JOB QUALITY**

3



**CONNECTING OUR  
COMMUNITIES TO GOOD  
JOBS AND CAREERS**

1



### **THEME ONE: BUILDING SKILLS EMPLOYERS SEEK**

To deliver the growth ambitions in the Economic Strategy it is critical that Bradford's businesses can efficiently recruit local people with job-relevant skills and education. Implementing our actions will ensure that children, young people and adult jobseekers gain the education, training, experience, and employment connections needed to secure a stable job that pays a living wage.

**ACTION  
1**

### **EXPANDING SECTOR BASED WORKFORCE DEVELOPMENT**

#### **Through a sector based development programme**

ICE are sector based education and business partnerships for aligning local skills provision with workforce planning. At its heart an ICE is a forum for regular dialogue between employers and educators that ensures education programmes and learning experiences

remain in-step with employer demand.

Over 300 businesses are engaged with ICE, of which 28 sit on one of the existing five ICE Boards. Eighteen of our secondary schools, the three Further Education colleges, and the University of Bradford are also all key partners.

#### **ICE Approach for Careers and Technical Education**

All young people need a range of knowledge, skills and habits to become successful and thrive. The Bradford Pathways essentials skills framework

identifies those skills most desirable for this success such as communication, critical thinking, problem solving, entrepreneurship and leadership. It was designed with local businesses and further developed by the Bradford Research School to be delivered through a range of activities that enhances students' classroom experiences.

### Development of higher level skills

The District has good levels of progression into Higher Education for young people who attain a Level 3 qualification. We need to maintain and build upon this in particular to grow the number of PhD holders.

Through the ICE partnership and other strategic interventions we will also work to improve links between higher level skills delivery and employers. This recognises that a strong offer around higher level skills will enhance workforce development through innovation, and stimulate the creation of higher value jobs in the local economy.

### Through leveraging the influence of the system

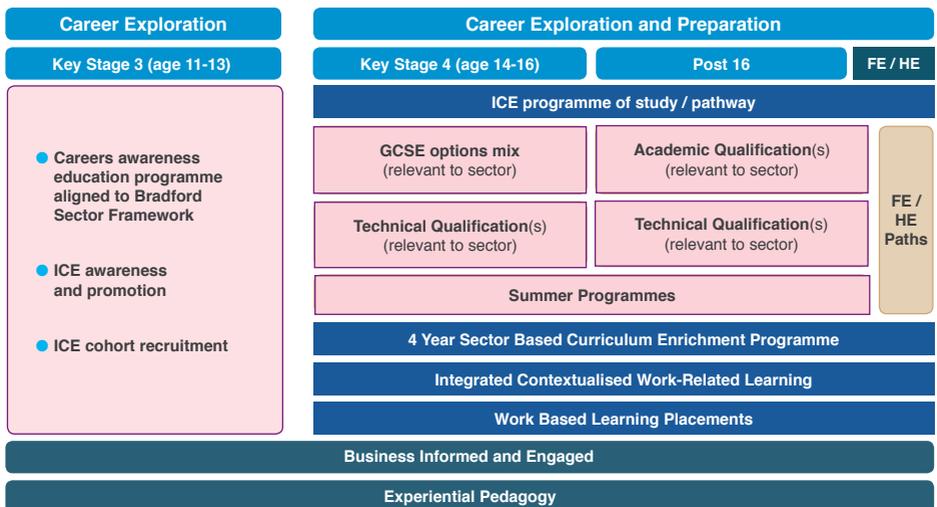
The Education Covenant is a way for community stakeholders to collaborate and achieve change. The overarching goal is to align collective resources to ensure all young people succeed in education, work and life, leading to vibrant, thriving communities.

Simply put, our Education Covenant is about everyone in Bradford keeping education a top priority mobilising the community to collaborate and deliver through its key objectives:

- Helping schools and teachers raise standards.
- Supporting parents to get children ready for school, work and life.
- Working with businesses and colleges to boost career options.
- Championing the District's unique art and culture.



## ICE Diagram



**ACTION 2**

**ENSURE PEOPLE MAKE INFORMED DECISIONS ON THEIR FUTURE CAREERS**

**Delivering a careers and skills curriculum**

Bradford Pathways provides an overall framework for careers and technical education in the District and involves children, young people and adults in all phases of education and careers.

A local career pathway system is a partnership among local and national agencies, organisations, institutions, and employers that has adopted an integrative, transformative career pathways approach.

**Developing an all age careers service offer**

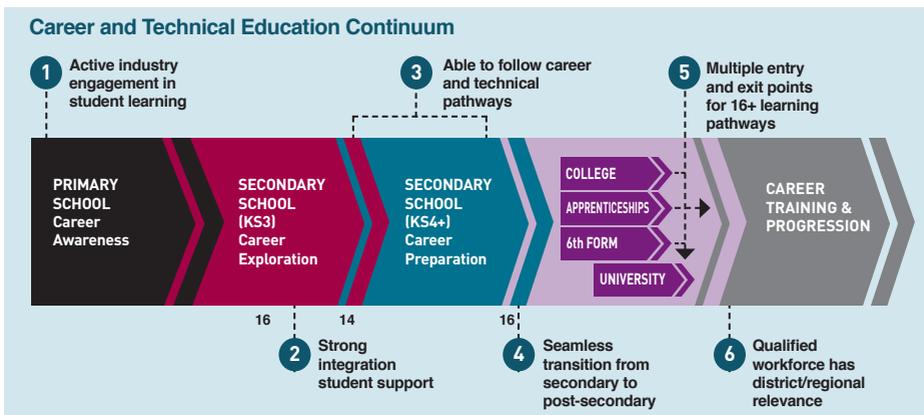
People can only make good careers choices if they have good quality reliable information on which to make these choices. Everyone should have access to high-quality, impartial information, advice and guidance (IAG), to make the most

of our dynamic and evolving economy throughout their working life. The current fragmented approach to IAG does not support this.

To ensure this happens, the district will seek to develop a single, coherent all-age careers offer, bringing together existing provision and resources under a unifying brand accessible to all our residents. The first step will be to establish an IAG partnership of all interested parties.

Research has demonstrated that only one in four people in low pay nationally will have moved out of low pay in ten years time. There is a lack of progression opportunities, and for the opportunities that do exist, these are not accessed equally.

Supporting our residents who are already in work to understand where the opportunities are in the economy and how to navigate the skills offer to access appropriate training, ultimately through to higher level skills, will be key functions of the all-age careers service.



2



## THEME TWO: IMPROVING JOB QUALITY

ACTION  
3

### MAXIMISE ANCHOR INSTITUTIONS' ECONOMIC POWER

Bradford is home to a large number of businesses of all sizes including national businesses with their headquarters that drive the economic prosperity of the district. The key to improving job quality and social mobility is to support, promote and encourage good business practice and in-work progression for all staff to improve business performance.

The strategy will identify lead businesses and institutions, which we refer to as

anchor institutions, who will drive this approach. Using the power of their collective spend and resources will support the local economy and promote the benefits of inclusive employment practices, increase the diversity of backgrounds represented in leadership roles and develop a culture of learning and skills development.

We also want to explore how the flexibilities around the Apprenticeship Levy can be pooled and utilised to develop routes into apprenticeships for our residents, and to support SMEs who work with anchor institutions to offer more apprenticeships.

ACTION  
4

### DEVELOP A ONE-STOP SHOP TO SUPPORT BUSINESS TALENT NEEDS

The District will work to develop SkillsHouse as the single gateway that connects individuals and businesses helping students, graduates, job seekers, workers, and employers create their own unique paths to career and business success.

SkillsHouse has the potential to help local businesses grow through providing full-

service staffing solutions for businesses with immediate and long-term recruitment needs. This work will also boost workforce skills and productivity, directly responding to the workforce and recruitment needs of employers. Connecting businesses with a new pool of immediately available, diverse candidates enables employers to fill vacant positions at all levels quickly and cost-effectively. Access to greater diversity of perspective through recruiting in this way will also be a significant driver of innovation in the workplace.



### THEME THREE: CONNECTING OUR COMMUNITIES TO GOOD JOBS AND CAREERS

All our residents and communities need to be able to access the opportunities in the local economy. It is important to develop the connections between our residents, new jobs that are being created, and in-work career progression. In particular this means engaging residents who are economically inactive and supporting them onto the journey to work. This will be built upon a partnership and on-going dialogue between communities, providers and employers.



#### SUPPORT LOW SKILLED JOBSEEKERS INTO WORK AND TO PROGRESS IN WORK

To increase access to entry-level jobs and career progression for residents with low level or no qualifications, partners will develop a common approach to employment bridging programmes. This will deliver the experiences and technical skills to secure entry to work and advance through in-work training.

These programmes will be specifically designed to:

- Provide intensive support services to individuals
- Use experiences of work to help young people develop their literacy and numeracy alongside careers education.
- Provide financial support to meet immediate needs of individuals participating in learning.

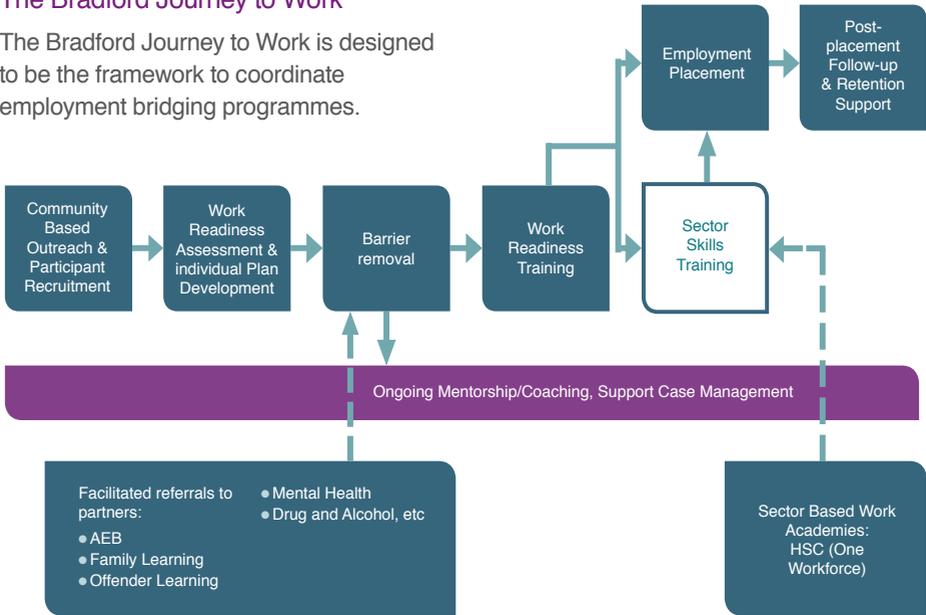


- Connect vulnerable residents to caring and supportive adults.
- Ensure people have the fundamental language skills required for the workplace through ESOL provision

To improve this situation, we will work across all organisations to align bridging and pre-employment services under a unified brand that will ‘hide the wiring’ resulting in a more user-friendly service for employers, vulnerable young people and jobseekers alike. This approach recognises the importance of enabling skills such as literacy and numeracy and work related learning to provider the breadth of skills employers are seeking.

## The Bradford Journey to Work

The Bradford Journey to Work is designed to be the framework to coordinate employment bridging programmes.



**ACTION 6**

### DEVELOP AN INCLUSIVE COMMUNITY LEARNING PLAN



The district will develop an ‘Inclusive Community Learning Plan’ that will clearly establish how community learning and development will be taken forward by partners across Bradford. Existing community forums and networks are critical to inform the planning and development of the plan and the design of the next steps.

The intention will be that community learning and development (CLD) supports the wider career pathways system and lead to outcomes such as:

- Enabling the development of skills (in particular literacy, numeracy and English for speakers of other

## PEOPLE, SKILLS, PROSPERITY

languages) that people can use in employment, their community, further learning or as parents and family members to support their children in their important early years.

- Supporting all our young people (in particular those who need more choices and chances to achieve their full potential) to become confident individuals, successful learners, and good citizens, empowering communities to work together.

CLD is delivered by many community partners across the District. All partners involved in the delivery of CLD should aim to deliver these objectives through:

- community development
- youth work
- family learning and early intervention work with children, young people and families
- community-based adult learning, including adult literacies and English for speakers of other languages (ESOL)
- volunteer development
- learning support and guidance in the community

The Community Learning Plan will also explore the guidance and support mechanisms for learners who have achieved their broader education goals to transition to join the Bradford Journey to Work.



# BRADFORD WORKFORCE DEVELOPMENT PLAN

In developing the plan (which sits alongside the Economic Strategy) it has been clear how much good work is already happening in the district in relation to skills. There has been a consistent message during the consultation that the system could work better to bring a shared approach to the development of skills and accelerate the improvements needed.

The first action of the Workforce Plan will be to bring together a new Skills Partnership to drive the delivery of the plan across the District. The Skills Partnership will bring together senior leaders from key organisations – businesses, Bradford

Council, the University of Bradford, schools, skills providers, DWP, the Chamber of commerce and the LEP to oversee and drive the delivery of the Workforce Plan.

The Skills Partnership will be the first step in achieving the coherent system approach that is needed, working closely with the Economic Partnership.

Contact:

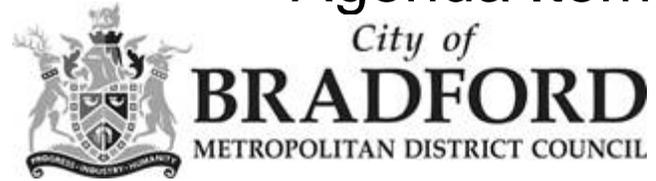
**Matt Findull**

Lead Officer Education and Skills  
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The wording in this publication can be made available in other formats such as large print or Braille. Please telephone 01274 436082.



**Report of the Strategic Director, Place to the meeting of  
Regeneration & Environment and Overview and  
Scrutiny Committee to be held on Monday 20 January  
2020**

**BG**

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**Subject:**

**The Management of Waste and Recycling Activities within the District**

**Summary statement:**

**This report provides a description of the current management of waste, and gives an update on the work programmes undertaken in 2019, and those planned for 2020, to improve the management of waste to more sustainable levels in line with the Waste Strategy (Municipal Waste Minimisation and Management Strategy 2015).**

**The report also provides performance details for the year 2018/2019**

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Steve Hartley  
Place Strategic Director

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Interim Assistant Director  
Phone: (01274) 434779  
E-mail: [susan.spink@bradford.gov.uk](mailto:susan.spink@bradford.gov.uk)

**Portfolio:**

**Healthy People and Places**

**Overview & Scrutiny Area:**

**Regeneration & Environment**

## 1. **SUMMARY**

This report provides details of the current management of waste by providing a description of waste service operations, and an update on the work projects undertaken in 2019, and those planned for 2020, to manage waste to more sustainable levels (e.g. minimise residual waste and increase recycling) in line with the Waste Strategy (Municipal Waste Minimisation and Management Strategy 2015) and the impending 2019 Government Waste Strategy implementations.

The report also provides relevant performance data for the year 18/19.

## 2. **BACKGROUND**

The Council has statutory responsibilities for the following waste streams which are currently managed by Waste Services:

- Kerbside Collections of recycling from residents;
- Kerbside Collections of residual household waste from residents;
- Bulky Waste collections upon request from residents (paid for service);
- Clinical Waste collections upon request;
- Provision of Household Waste Recycling Centres (HWRCs) across the district;
- Closed Landfill site monitoring;

In addition to the above, Waste Services also provide the following services:

- Kerbside Collection of Garden Waste (a non-statutory paid for service upon request);
- Trade Waste Services to commercial businesses (paid for service)
- Clinical Waste collections to commercial businesses (paid for service)
- Chemical Advisory services to residents

All the above services are provided by in house operations (described below), which are supported by several external contracts with the private sector for treatment of recyclates, residual waste and disposal services.

### 2.1 **CURRENT SERVICES (2019)**

#### 2.1.1 **Kerbside Collections**

During 2017 the collection service moved from a weekly collection of residual waste and a fortnightly collection of recyclates requiring 28 residual rounds and 13 recycling rounds: a total of 41 collection rounds, to an Alternate Weekly Collection regime (AWC) where residual waste is collected on one week, and recycling the next, requiring only 34 rounds. As such the residual and recycling rounds mirror each other, meaning the same vehicle and crew collect both the residual and recyclates collections using the standard 3 axle 26 tonne gross weight refuse collection vehicles with a driver and two loaders.

The rural areas of the district also moved to Alternate Weekly Kerbside Collections with the introduction of Collections Points to enable access for the 26 tonne vehicles.

There are pressures on both the collection and disposal services due to the ever increasing number of new builds across the District.

Since the 2017 round restructure the growth of new properties being built has resulted in the need for a further District wide restructure of the collection rounds from 29 October 2019 to accommodate the new households. The outcome of this has meant that an additional round had to be added bringing the total number of rounds to 35.

Going forward property growth and the impact it has on the Service will be an on-going consideration as part of the budget setting process.

The typical receptacle for residual waste and recyclate is a standard 240L wheeled bin.

### **2.1.2 Kerbside Recycling**

As part of the move to AWC, there was an increase in the types of recyclates collected at the kerbside, all the dry recycling is simply deposited by the householder into the grey coloured recycling bin. This makes our system one of the simplest systems in the country for the householder to use.

### **2.1.3 Garden Waste Collections**

This is a non-statutory paid for service which commenced in June 2016, and has proved very popular, with over 34,000 customers signing up for the service in 2017, over 35,000 in 2018 and in 2019 to date this has risen to over 37,340. This service currently utilises 4 collection rounds using 26 tonne gross weight refuse collection vehicles. This provides a 12 x 4 weekly collection cycle, with no collections from early December to early January. The present annual charge for this service is £37 paid for up front.

An early bird discount scheme has been in place since the commencement of the chargeable service. In year one 20% was offered on the introductory price of £35, therefore £28 if it was paid before the 31 May 2016. In the subsequent three years a discount of £5 has been offered based on the annual subscription price of £35 for 2017, £36 for 2018 and £37 2019 (increase to cover inflation). The early bird discount has been very popular with residents and our full income target is being achieved within this time period.

### **2.1.4 Bulky Waste Collections**

This service is provided to domestic residents via a request system, for which an up-front charge is levied. The scale of charges relates to the number of items requiring removal, and a collection date is now provided at the point of service request. Collections are provided by a single team working Tuesday to Friday, with demand for the service remaining fairly consistent at approximately 10,000 requests producing around 1,100 tonnes annually.

### 2.1.5 Clinical Waste Collections (domestic)

The Council has a duty to collect certain clinical waste free of charge from residents who are treating themselves at home. The service uses a single driver/operative and a specialised collection vehicle.

In addition to providing a clinical waste and offensive waste collection under section 22(3) of the Control of Pollution Act 1974 or section 89, 92(9), 92C(3) or 93 of the Act which is to be treated as household waste or commercial waste in accordance with entries 1 to 6, the service generates income by providing this service to other 3<sup>rd</sup> parties where we are not required under statutory provision to provide this.

Income generated for the last 3 financial years for this additional collection service is shown in Table A below;

**Table A**

| <b>2016/2017</b> | <b>2017/2018</b> | <b>2018/2019</b> |
|------------------|------------------|------------------|
| <b>108,181</b>   | <b>105,343</b>   | <b>115,434</b>   |

### 2.1.6 Chemical Advisory Service

The Chemical Advisory Service runs via one operative and a van providing householders within the district an inspection, consignment, and transportation service to correctly collect and dispose of small quantities of unwanted hazardous wastes that may be found at domestic premises, such as:

- Chemicals;
- Pharmaceuticals;
- Herbicides;
- Poisons;
- Chemical reagents;
- Unidentified powders and liquids

This service also collects hazardous waste (as listed above) deposited by the public into special purpose containers located at the Household Waste Recycling Centres (see below). The service also undertakes some commercial collections to other establishments within the district, such as Schools and Hospitals. The service carries out some consultancy work for other Local Authorities and schools for which it levies a charge. Income generated over the last three years is shown in the table B below.

**Table B**

| <b>2016/2017</b> | <b>2017/2018</b> | <b>2018/2019</b> |
|------------------|------------------|------------------|
| <b>14,833</b>    | <b>23,469</b>    | <b>17,376</b>    |

### **2.1.7 Household Waste Recycling Centres (HWRCs)**

The Council currently provides household waste and recycling services to the district's residents at eight locations across the district, accepting waste, some of which is not normally collected from households by the refuse collection service. These sites are staffed and open 362 days per year, providing a wide range of containers to encourage recycling. A van permit scheme was introduced in 2006 to combat abuse of such sites by traders. In 2013 a residents' only permit scheme was introduced to control cross border activity.

In March 2017 every household in the district was issued with a permit as part of the annual council tax papers sent to all 225,000 households. This now makes HWRC permits universally available to all our residents, encourages responsible management of domestic wastes and promotes greater recycling. This initiative was also important in supporting the move to AWC in 2017.

Materials accepted at HWRCs include; residual waste, paper, cardboard, metal, glass, green waste, wood, plastics, cartons, tyres, shoes, textiles, books, oil (both engine oil and vegetable oil), paints, carpets, mattresses, plaster board, push bikes (which go to a reuse scheme) soil, bricks and rubble, polystyrene, batteries, light bulbs, florescent tubes, electrical equipment and unwanted household chemicals. Certain HWRCs with prior notice also accept tyres, gas bottles and bonded asbestos waste from residents.

These sites also provide a local outlet for some precinct sweepers to reduce their travel time to tip.

### **2.1.8 New to Me Shop**

In December 2018 a 'New to me' Shop was opened at Bowling Back Lane HWRC on a trial basis; the shop proved so popular that it is now a permanent re-use facility.

The shop offers a collection of goods left at all our recycling centres which are still considered to be useful. Staff at all recycling centres in the district look out for items in good condition which have been left by customers.

All items collected are taken to the New to Me shop at Bowling Back Lane where people can take away any useful item for £1 per item. The majority of goods on offer include small items of furniture, kitchen utensils, crockery, pans, toys, books or other re-usable goods. Because of the possible danger, items such as children's car seats, prams, pushchairs, bikes, helmets or electrical goods are not included.

The New to Me Shop is open from 10am to 4pm, Monday to Friday. The shop has been a great success and is extremely popular with residents; the shop takes an average of £800 per week.

### **2.1.9 Transfer Loading Stations (TLS)**

The service has two Transfer Loading Stations, one at Bradford, Bowling Back Lane and one at Keighley, Royd Ings Avenue. The TLS is where the waste collected is tipped off and weighed. The two loading stations receive approximately 230,000 tonnes of waste per year ranging from domestic, bulky, co-mingled, green, wood, sweepings and glass waste products.

The domestic, bulky, co-mingled and green waste are all moved by our own articulated vehicles, the Council has a fleet of 11 articulated units and 11 bulk ejection trailers, 5 loading shovels and 4 Rolonof vehicles, with a total of 25 staff managing the operation of both sites throughout the year. The recycling waste from Keighley TLS is transported to Bradford where it is processed through the MRF.

The other waste products glass, wood and sweepings are removed from our transfer stations by third party companies.

### **2.1.10 Nodes**

2016 saw the first two Recycling Collection Nodes piloted in Bradford City Centre for residents living in multi occupancy accommodation, this was initially due to the number of large old office building being converted to apartments and not enough provision being made for the residents by the developers. There are now four Nodes within the City Centre placed strategically for residents and pedestrians to recycle, glass, cans, plastic bottles, paper and cardboard. They are located in Little Germany, outside Britannia House, Manor Row and Forster Square. Further nodes are being considered for the City Centre.

The Nodes are collected fortnightly by the Rear End Loader (REL) wagon and the Trade Waste Paper/Cardboard wagon. There have been some instances of contamination of non-recyclable material on occasions but it has not been a major problem. Consideration is currently underway to site two further nodes at newly refurbished Multi Occupancy buildings in Keighley.

### **2.1.11 Trade Waste Collections**

The Council operates a Trade Waste collection service to local businesses which currently has approximately 3,200 customers, collecting around 19,500 tonnes per annum of waste plus around 1,000 tonnes of recyclates via 5 collection rounds using a range of receptacles from small blue coloured sacks, to wheeled bins of various sizes.

Following the restructure of Waste Services the contract side of Trade Waste was moved into the operational side of Waste Collections. The following process improvements to the future delivery of the service were identified to realise cashable savings.

1. Full automation of the administration procedures
2. Reduction of one round
3. Advance payment prior to service commencement to avoid the accumulation of bad debt

4. Integration of some of the domestic refuse collection and trade waste services to enable a more efficient collection service.
5. Including a recycling offer as part of the overall Trade Waste Service offer.
6. The introduction of a weight based charging system in April 2020.

Business and process changes have taken place over the last 12 months. The back office processes have been fully automated following the procurement of a new Trade Waste database which has eliminated back office paper processes. This new system allows the production and management of invoices and payments processes which alerts the service to stop collection if a payment has not been made thus ensuring that the Service does not incur any future bad debt.

The new Trade Waste database will allow customers to self-serve via a portal which also alerts customers when payments are due and if not paid will mean that their collection will not take place.

In addition to the above improvements, there is a more commercial and professional approach to the Service. Standard letters, a new commercial agreement, new vehicle signage, redesigned website and a more business centred focus has been adopted to increase revenue through expanding the customer base and reducing the number of customers that do not pay for the service they receive.

As part of the Trade Waste Service some “all in one recycling” is being offered to schools that have a Trade contract in place. Further recycling options are being considered but this will require a review of the charging policy which will be carried out in early 2020.

#### **2.1.12 ShredCare**

Bradford City Council is working in partnership with ShredCare. With the recent changes to data protection and increased penalties for failure to look after data under GDPR we have reviewed our current data disposal process. We will be providing specialised equipment disposal to residents at all Household Waste Recycling Centres for such as:

- Mobile telephones
- Electronic tablets
- Laptop, desk top computers
- Hard Drives
- Internet connected devices TV's and TV Boxes
- Games machines (Nintendo, X Box, PlayStation)

ShredCare will provide suitable locked receptacles where residents can dispose of the above items and ShredCare will issue the Council with a destruction certificate - proof of our data compliantly of the disposed items. Residents will be advised that Bradford Council and/or Bradford Councils partners cannot

guarantee the security of any personal data left on electronic devices disposed of at the sites. Customers are advised to remove and delete all personal data and personal accounts before disposing of the item(s); this statement has been agreed with Legal.

#### **2.1.13 Clinical Waste Collections (commercial)**

The Council offers trade waste collection contracts to collect clinical wastes from commercial establishments utilising spare capacity from the domestic clinical collections. The Council collects approximately 21 tonnes of clinical waste each year from both households and commercial establishments which require specialised treatment and disposal via a treatment contract.

#### **2.1.14 Closed Landfill Sites**

The Council currently manages five closed landfill sites at; Dean House Farm, Manywells, Odsal, Sugden End and Wilson Road. Closed landfill sites are governed by the Environmental Permitting (England and Wales) Regulations 2016.

These sites were previously used for the disposal of domestic and industrial waste generated by households and businesses from across the District. These sites are managed by our Specialised Waste Team.

Following closure of a landfill site it may require gas control measures to be installed. Manywells and Sugden End both have gas pumped out and burnt by a process known as 'flaring'

Flaring takes place in specially built flaring units which break down the main part of the gas (methane) into carbon dioxide and water. Methane is a potent greenhouse gas and burning it in this way greatly reduces its impact on Global Warming.

Bacteria in the buried waste cause it to decompose, producing landfill gas containing methane (CH<sub>4</sub>) and carbon dioxide (CO<sub>2</sub>). This process can last for more than 50 years. Methane has to be carefully disposed of as it is potentially flammable or explosive and is a potent greenhouse gas. It is one of the jobs of the Specialised Waste Team to ensure that landfill gas is safely managed.

All of our sites are monitored on a weekly basis and a report is sent to the Environment Agency with the data collected from the sites every three months. This is a statutory requirement.

#### **2.1.15 Waste Treatment**

There are several contracts in place for the treatment of recyclables and residual waste. During 2019 a number of the contracts with recycling merchants came to an end, and have or are currently been retendered, this included glass and cardboard.

The new waste treatment contract for the Council's residual waste commenced April 2018. This 12 year contract was awarded to Associated Waste Management. (AWM) At present the contract is working well and performance is reported to this committee within Section 3 of this report CONTRACTOR'S RESIDUAL WASTE TREATMENT PERFORMANCE.

#### **2.1.16 MRF**

2018/9 has seen further development of the Materials Reclamation Facility (MRF) located at the existing Bowling Back Lane site, in order to support the move to AWC and the co-mingling of recyclates from the kerbside. A mix of mechanical and manual picking separates out various recyclates and contamination, to produce mixed glass, cardboard, mixed papers, steel tins/can, alloy tins/cans and mixed plastics.

The levels of recycling contamination resulted in the requirement for a new trommel to take out the contamination at the front end of the MRF. The Council entered into procurement for such. The trommel sits at the front of the Materials Reclamation Facility (MRF) to remove the majority of contamination prior passing through the MRF to be sorted and 'polished' into a higher value/quality recyclate. It also enables the MRF to operate at a speed capable of handling all of the district's recyclate, i.e. 30-35,000 tonnes and thereby derive total value from the district's recyclates.

Further improvements to the MRF are planned to continually improve performance – we are soon going out to tender to procure an additional trommel which will sit at the end of the MRF to take out contamination left at the end of the MRF which will improve the quality of the recyclate produced and attract more income for the end product.

The working of the MRF has also been revised to enable it to operate at a higher speed and reduces the number of staff required. The Council secures value from the recyclates that it still removes at the MRF and is using third party contractors to further sort the recyclates. The arrangement reduces the amount of cost that the Council has to pay to dispose of contamination within the collected recyclate and is being trialled to determine the Councils longer term solution. Contamination of recyclates at the kerbside is a major concern and awareness and education campaigns continue alongside enforcement. Recycling Advisors are a crucial role as is the Recycling Champion programme, launched during National Recycling Week (September 2018) to supplement face to face contact in every ward.

## **2.2 WORK PROJECTS**

### **2.2.1 Municipal Waste Minimisation and Management Strategy (MWMMS)**

The Council's Municipal Waste Minimisation and Management Strategy was approved by the Executive in January 2015, and highlighted future waste policy development and the need to manage waste to more sustainable levels, by minimising waste, encouraging re-use and improving recycling at the kerbside

and reducing levels of residual waste. The Council's strategy will be revised when it is known what the implications of the Government's Waste & Resources Strategy released 18 December 2018 will be e.g. food waste collections and to take into account all the changes which have been introduced in the last three years and to inform on the current and proposed changes to ensure the Council achieves its statutory obligations and targets with the ever changing legislation on Waste Management.

### 2.2.2 **Alternate Weekly Collection**

The introduction of the Bin Policy in 2015 and AWC in 2017 were the biggest changes to the collection service since the introduction of a wheeled bin collection method 20 years ago. The changes have had an impact on the 226,000+ properties across the whole District.

All residents including rural now have the same collection day but on alternate weeks for both residual and recycling. The same crews and vehicles follow the same rounds each week just collecting a different bin which means we have a more consistent, efficient and cheaper waste collection service.

The service has been working hard to ensure residents have the means to recycle and since the implementation of the Bin Policy over 106,500 recycling bins have been delivered to residents across the District.

### 2.2.3 **Enforcement**

Enforcement of the Bin Policy is carried out in conjunction with proactive engagement and behavioural change activities with residents across the District as outlined below. The crews use In-Cab technology to log any property which does not comply with the Bin Policy or produces contaminated recycling. This information is then used to issue a Section 46 notice to the householders detailing what action they need to take to rectify this and prevent further action being taken. Where a householder continues to present uncontained waste (side waste) an overloaded bin or contaminated recycling the Council reserves the right to take appropriate enforcement action which can lead to a fine being imposed on the householder(s).

The current number of Enforcement notices which have been issued 1 December 2018 to 1 December 2019 is shown in the table below:

| <b>Bin Policy - Additional Bin / Side Waste</b> |                |
|---|----------------|
| Bradford Area                                   | Stage 1 = 6905 |
|   | Stage 2 = 365  |
|   | Stage 3 = 0    |
| Keighley Area                                   | Stage 1 = 415  |
|   | Stage 2 = 93   |
|   | Stage 3 = 0    |

| <b>Recycling Contamination</b> |                |
|--------------------------------|----------------|
| Bradford Area                  | Stage 1 = 6538 |
|                                | Stage 2 = 24   |
|                                | Stage 3 = 0    |
| Keighley Area                  | Stage 1 = 1380 |
|                                | Stage 2 = 10   |
|                                | Stage 3 = 0    |

#### **2.2.4 Engagement & Behavioural Change**

Changing behaviours through education, engagement and enforcement is key, as is improving and introducing a systematic and consistent approach to communications across the district in respect to waste and waste management. This is achieved through a wide range of formats i.e. leaflets/posters/letters/stickers/website/press/radio/Council APP/Facebook/Twitter/Stay-Connected and Roadshows held at events and throughout the communities.

A programme of intense and targeted marketing communications work focusses on specific areas which have been highlighted as having high levels of contamination of recycling bins by staff at the MRF.

We have introduced 'Operation Contamination' to combat recycling contamination: our Recycling Advisors accompany the crews and check recycling bins, placing contaminated bin hangers on any bins which contain contamination advising the residents this will not be emptied until the next scheduled collection and only if the contamination has been removed. A record is made of the addresses for enforcement in the future if necessary.

Recycling Advisors then re-visit the area to post through a letter and leaflet explaining that there are issues with contaminated bins and highlighting what can go in each bin (in simple pictorial form). Monitoring then takes place for the next few weeks, combined with door knocking at properties that may not be recycling as much as they can, or are confused about what goes in which bin. Enforcement letters are sent if the householder persistently contaminates their bin or places more than one bin out for emptying.

Results from this initiative have been very encouraging, with both crews and staff at the MRF noticing that recycling bins are not as contaminated and are generally fuller as a result of the campaign.

Information and demonstration bins are also placed in local public buildings, such as community centres and libraries to reinforce recycling messages in the target areas.

#### **2.2.5 Procurement and Contract Management**

Significant reductions in commodity prices across the waste sector have resulted in a 'cost' being incurred through the 3rd party supplier. In 2018-19, this waste

was effectively processed at zero cost to the council (income gain shares from the third party slightly exceeded processing costs), but latterly, due to a downturn in the recycling commodities market, income has reduced, therefore the gain share has also reduced. We now need to consider what course of action to take; we will be looking to find a short term solution (6 months) to see whether the markets recover. We are not able to commit to a long term solution that would see a significant increase in the cost to process our recyclates.

Garden Waste Disposal Contract: Out for tender however no financially suitable bids have been received – the closest was £187k per year above current price. Meeting arranged with Leeds Council to discuss a joint venture and also with a potential contractor who is looking to take on the Esholt site.

Inert Waste – This was awarded to AWM at cost of approximately £77k per year. This potentially saves £40k per year by diverting ceramics and tiles from landfill.

Sweepings Waste – This was awarded to Acumen Waste Services with no additional cost based on the current contract.

Textiles – no bids have been received due to the current market.

Co-mingled DMR – Tender

Due to the significant reduction in commodity prices we were unable to award the co-mingled contract. Our current contractor has agreed to continue with the current DMR agreement for at least 12 months, hopefully commodity prices will stabilise to enable a contract to be awarded in 2021.

Gas bottles – Will cost approximately £10k per month for collection based on current volumes – these were previously collected at no cost.

Oils – this is no longer free collection so we will be issuing a tender in the next couple of weeks.

Cardboard, paper and glass prices are still falling these are being closely monitored and we will have further updates on these in January 2020.

## **2.2.6 Recycling Advisors**

The promotion of recycling is a vital part of reducing the amount of residual waste the Bradford District needs to dispose of. We have six Recycling Advisors who work across the District visiting households and advising them of how to manage their waste in line with the Bin Policy. This has proved to be an invaluable way of engaging with residents.

The advisors look at the households needs and advise them on how they can reduce the amount of residual waste they produce by simply recycling. They also advise on what items can be recycled and will order as many recycling bins as the residents need to manage their waste effectively. The recycling advisors also visit residents who have requested a larger 360L residual bin to ensure the household meets the criteria of 7 or more residents in the property.

### **2.2.7 Recycling Champions**

As a further recycling initiative we asked for residents of the District who are interested in becoming volunteer Recycling Champions and willing to provide advice and guidance to other residents on a voluntary basis to help others to recycle more and waste less. We currently have 240 Recycling Champions signed up across the District.

Anyone who is over 18 and is interested in recycling and environmental issues can become a recycling champion – they don't need any specialist knowledge, just be enthusiastic and willing to speak to other people, put large stickers on the side of their bins which say 'Ask me about recycling', be prepared to answer any queries their neighbours may have or get in touch with the Council on their behalf to find out more. They receive:

- Training
- Bin stickers to put on the side of their recycling wheelie bin
- Annual thank you event
- Stay connected monthly newsletter
- Access to extra information or promotions
- Up-to-date information before anyone else

At the training session the champions are asked to let us know if they are also prepared to:

- Share information with any groups they are involved in e.g. faith organisations, voluntary groups, parish councils
- Give talks to local groups
- Proactively distribute information in their local area
- Assist at local events/road shows
- Give feedback about what is working well or not

### **2.2.8 Waste Service Infrastructure**

This project is improving efficiencies within waste management through better ways of communicating, data collection and improved service delivery both internal and externally including routing systems and back office integration with oracle/arc GIS. This has replaced previous ad hoc systems with supported solutions. The routing of the residual and recycling rounds, rural rounds and garden waste has been completed and we are currently working on the trade waste rounds which will be followed by the bin delivery rounds.

The service determines information via GIS mapping that will support the further development of work organisation by understanding the location of;

1. The mapping and location of collection points across the District
2. Alternative solutions to the collections points
3. Problem collections points
4. Contamination at collection points
5. Rural Garden Waste collection points and the possibility of increased income

## 2.3 SERVICE PERFORMANCE

Local Authority Collected Waste (LACW), formerly known as Municipal Waste, is the total amount of waste that Waste Services handles; this includes waste from domestic collections, Household Waste Recycling Centres (HWRC), street cleaning operations and trade waste collections.

Household Waste (HW) which forms the majority of LACW, is that waste which arises from domestic situations, and includes kerbside collections of residual waste and recyclates, green waste collections, bulky waste collections, and waste and recyclates delivered by residents to HWRCs. It also includes street litter collected from around the district which under Waste Data Flow is classed as household waste.

Table 1 shows the overall results from 2014/15 to 2018/19 for LACW and HW.

**Table 1 Waste Arising's**

|               | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|---------------|---------|---------|---------|---------|---------|
| LACW (tonnes) | 225,645 | 233,323 | 231,453 | 222,002 | 227,350 |
| HW (tonnes)   | 197,455 | 204,418 | 201,190 | 191,681 | 194,900 |

The increase in tonnages from 2017/18 can be directly attributed to the increased level of property growth and population within the District as shown in table 2 below.

**Table 2 Bradford Infrastructure**

|                               | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|-------------------------------|---------|---------|---------|---------|---------|
| Number of Domestic Properties | 213,915 | 215,369 | 222,696 | 224,915 | 226,425 |
| Population                    | 527,600 | 529,900 | 532,500 | 534,800 | 537,173 |

Further analysis of 2018/19 results for kerbside collected waste tonnes are quite interesting (as shown later in Table 4), and show a reduction of 4,056 tonnes in kerbside collected waste compared to 2017/18. This larger reduction (than shown in Table 1) can be explained by the tonnes of dry recyclates collected at the kerbside, which show an increase of 8,933 tonnes compared to 2017/18, clearly there has been a “win” of recyclates from the residual waste stream, which again is to be welcomed, and illustrates that the policy changes are having the desired effect.

The reduction in waste arising is shown in a different way in Table 3 below. The continuation of the bin policy and the full year effect of Alternate Weekly Collections (AWC) in 2018/19 should continue to bring about an improvement in these indicators over the next few years however property and population growth will also have an impact. Unfortunately the NI 191 total doesn't reflect this although this has reduced, the reasons are due to the definition of NI 191 and how it is calculated, and this is explained further in key performance indicators section.

**Table 3 Kilos per Property/Person**

|   | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
|---|----------------|----------------|----------------|----------------|----------------|
| Total Kilos of Household Waste per property                       | 923            | 949            | 903            | 852            | 857            |
| Kilos of Household Waste per person                               | 374            | 386            | 378            | 358            | 362            |
| Kilos of residual Household Waste per Household ( <b>NI 191</b> ) | 447            | 563            | 569            | 563            | 544            |

## 2.4 **WASTE SERVICES OPERATIONAL PERFORMANCE**

Residual kerbside waste has reduced again compared to 2017/2018 by 4,056 tonnes. Kerbside recycling has increased against the previous year by 4,962 tonnes. Garden waste kerbside has fallen by 1,154 tonnes despite an increase in customers subscribing to the service.

**Table 4 Kerbside Collection Performances**

|  | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
|--|----------------|----------------|----------------|----------------|----------------|
| All tonnes Collected at Kerbside                           | 156,844        | 161,373        | 157,292        | 146,636        | 145,388        |
| Residual tonnes at the kerbside                            | 130,072        | 132,497        | 127,437        | 108,117        | 104,061        |
| Recycled tonnes at the Kerbside                            |                |                |                |                |                |
| Paper & Card tonnes  | 8,960          | 9,106          | 9,997          | 29,536         | 34,498         |
| Glass, Cans & Plastic tonnes                               | 8,332          | 8,871          | 10,606         |                |                |
| Garden Waste tonnes  | 9,480          | 10,899         | 8,085          | 7,983          | 6,829          |
| Number of Properties Collected per day per round (average) | 1,935          | 1,990          | 1,982          | 1,727          | 1,746          |
| % rate of missed bins                                      |                | 0.135%         | 0.133%         | 0.31%          | 0.24%          |

Garden waste tonnages collected at the kerbside have reduced owing to this now being a chargeable service (see also comments in item 6 below).

The bottom line in Table 4 (which was a new addition from 2015/16) is an attempt to measure the quality of the service, whose main aim is to empty bins; therefore a measure of the level of quality could be regarded as the % of missed bins, i.e. service failure, however it is recognised that not all reported missed bins are confirmed missed bins – with the continued use of In-Cab technology the true figures will be more accurate.

## 2.5 BULKY WASTE COLLECTIONS

The bulky waste collection service continues to collect between 1,000 – 1,200 tonnes per year. The introduction of a charge for bulk waste collections during September 2013, has not affected the overall tonnages collected.

**Table 5 Bulk Collections**

|                         | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|-------------------------|---------|---------|---------|---------|
| Bulk Collection Tonnage | 1,021   | 1,167   | 1108    | 1,139   |

## 2.6 HOUSEHOLD WASTE RECYCLING CENTRES (HWRC)

Use of HWRCs remains high as shown in Table 6 post introduction of the resident only permit scheme in 2013.

Dry recycling shows a slight decrease however HWRC continue to show excellent levels of waste diversion before treatment.

**Table 6 Household Waste Recycling Centres**

|  | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|--|---------|---------|---------|---------|---------|
| Total Waste arising at HWRCs (tonnes)                | 31,800  | 35,088  | 39,246  | 43,450  | 47,132  |
| Residual waste - sent to landfill/treatment (tonnes) | 9,111   | 10,349  | 10,691  | 13,571  | 16,799  |
| Waste Recycled (tonnes)                              |         |         |         |         |         |
| Garden Waste (tonnes)                                | 8,169   | 7,689   | 8,739   | 8,256   | 8,404   |
| Dry Recycling (tonnes)                               | 10,883  | 12,836  | 15,010  | 16,184  | 15,801  |
| Soil/Rubble (tonnes)                                 | 3,638   | 4,214   | 4,806   | 5,439   | 6,128   |

### 3. **CONTRACTOR'S RESIDUAL WASTE TREATMENT PERFORMANCE**

#### **Associated Waste Management Ltd – Bradford Waste Treatment Project - Executive Summary**

Associated Waste Management Ltd (AWM) is pleased to submit its report for the City of Bradford Metropolitan District Council's (Council) Waste Treatment and Disposal Project (Project). AWM believes it has been well placed to meet all of the Council's objectives for the Project and alongside the previously detailed Technical and Financial submissions.

#### **CONTRACTOR'S RESIDUAL WASTE TREATMENT PERFORMANCE**

The table below reflects the performance by the waste treatment contractor in treating and disposing of the Council's residual waste.

#### **Treatment/Disposal Performance (in tonnes)**

|   | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
|---|----------------|----------------|----------------|----------------|----------------|
| Waste direct to landfill                  | 161            | 1,477          | 135            | 179            | 261            |
| Waste to treatment                        | 164,951        | 167,136        | 163,762        | 154,046        | 155,383        |
| Waste recycled or composted via treatment | 57,014         | 24,822         | 26,075         | 17,657         | 18,850         |
| Waste to Energy Recovery                  | 66,483         | 94,506         | 119,976        | 126,768        | 130,620        |
| Total waste to Landfill ( <b>NI 193</b> ) | 43,139         | 39,510         | 17,711         | 9,621          | 6,048          |

#### Waste direct to landfill

Waste sent direct to landfill decreased in 2018/2019 owing to improved availability of waste treatment facilities operated by the waste treatment contractor compared to last year. Note disposal of residual waste to landfill is always a last resort.

### Waste to treatment

This has remained fairly constant during 2018/19 owing to reductions in residual waste tonnages requiring treatment through improved kerbside DMR collections.

### Waste recycled/composted

There has been an increase in recycling at 1,193t over the previous year via the waste treatment contract due to more recycling of the residual waste under the new contract with AWM. Whilst the market has seen lower prices in commodities generally we have maintained our production through improvements to quality and reliable off takers through AWM.

The overall tonnage remains lower than in previous years as can be seen in the table above. This was mainly due to certain compost like outputs which were previously allowed as composting, no longer being so allowed by the Environment Agency. This situation was detailed in last year's report, and continues to apply.

### Waste to energy

This has continued to increase, and again is welcomed as the waste is used to produce energy. As reported last year those tonnages which previously were composted have been diverted to energy from waste, and this has been maintained in 2018/19. However further tonnes have been put to waste to energy at the expense of landfill tonnages, resulting in a significant reduction in waste sent to landfill of some 6,048t compared to the previous year. This continued reduction in waste sent to landfill is again to be welcomed.

The % of our waste sent to landfill was 3.89% well within our targets set to AWM under the contract.

### **Background and Efw update:**

AWM contracted with Ferrybridge Multifuel Energy 2 Ltd (FMFE2L) who have built and now operate a 560,000 RDF processing facility (FM2) at Ferrybridge power station in West Yorkshire. FMFE2L is a joint venture organisation ultimately controlled by SSE plc and Wheelabrator Technologies Inc, two multinational companies with extensive expertise in the fields of waste management and power generation. These same two companies also own Ferrybridge Multifuel Energy Ltd (FMFEL) which operates the 'sister' plant (FM1) alongside which FM2 is being built at Ferrybridge. FM1 has been operational since July 2015.

Secondarily, in advance of FM2 being available and as a long term contingency solution, we are contracted with three experts in RDF processing/export in Europe. The contracts with AVR, Andusia and N&P guarantee access for the full volume of RDF to be produced from Contract Waste to large CHP plants in cities such as Rotterdam, Amsterdam and Essen.

As a result of this structure AWM is in a position to offer the Council a solution that treats Contract Waste in an effective, efficient, economic and environmentally sustainable manner which meets and exceeds the Councils output specification and objectives. Specifically to:

Commit to the Council's turnaround targets as set out in the Performance Framework Guarantee diversion of Contract Waste from landfill by more than 90% with a forecast performance in excess of 95%

Guarantee more than 6.0 % recycling rate for the Council from Contract Waste  
 Guarantee a recovery rate of more than 95% with all our proposed RDF processing outlets being R1 compliant

Continue to offer substantial added value with regards to environmental, economic and social benefits, to the district of Bradford and the Yorkshire region

AWM continues to offer a two site waste reception and processing solution both of which are fully controlled by AWM. Details of the sites and the individual technologies proposed are outlined in the table below.

| <b>Facilities</b>                     | <b>Use</b>  | <b>Treatment Technology</b>                   | <b>Permitted Tonnage</b> | <b>Turnaround Times</b>              |
|---------------------------------------|---|---|--------------------------|--------------------------------------|
| Valley Farm Road MRF, Stourton, Leeds | Primary facility for receipt and processing Contract Waste    | Mechanical reclamation & automated separation | 450,000 tonnes           | 20 minutes bulk & 15 mins RCV direct |
| Gelderd Road, Leeds                   | Contingent facility for receipt and processing Contract Waste |   | 200,000 tonnes           |                                      |

Valley Farm Road operates as a 'super MRF' and has the capacity of 450,000 tonnes per annum of mixed waste streams including Municipal Solid Waste. Like all AWM MRF plants the front end technology copes with a high throughput of materials typically running at between 45-55 tonnes per hour.

All processing post receipt of waste into the reception area is checked by a manual handling process to ensure the principal waste acceptance criteria are met. Waste is then loaded into the reception shredder and cut to a fraction size of between 270-300mm.

All waste is then subjected to a screening process to separate 2D and 3D materials and to separate small fine and organic materials from added value materials such as commodities including metals, plastics, paper fibre and inerts.

In order to process and capture materials we use a combination of screening technologies to prepare the waste streams prior to market.

The Valley Farm Road MRF plant recovers the specified materials in our solution by using the plant shown below. The other AWM MRF facilities also have installed equipment very similar to this but utilise the principle methodology of magnetic fields, high and low pressure environments with sieve screening throughout the processes.

| <b>Guaranteed (Bid Back) Performance Category</b> | <b>Guaranteed (Bid Back) Performance Levels (%)</b> |
|---|---|
| Guaranteed Contract Waste Landfill Diversion Rate | 90.01%  |

The actual diversion rate was 96.11%

AWM facilities have developed significantly over the past 10 years from simple transfer stations operating a range of recycling equipment to the introduction of bespoke and complex Material Reclamation Facilities treating a range of mixed and single stream waste streams. AWM have permits and manage planning regulations on more than 5 locations across West Yorkshire receiving more than 600,000 tonnes of mixed waste streams including MSW, C & I and C & D. Total direct landfill as a consequence of all treatment plants operated by AWM mean that less than 20,000 tonnes per annum have historically been landfilled from all incoming waste streams. Today AWM can report that the landfill diversion for MSW and LA waste inputs is over 90% landfill diversion.

AWM have historically reported continuous landfill diversion on behalf of Bradford Council up until 2015 at 76%. Since April 2016 the diversion has increased to over 95% as reported monthly as part of Defra Waste Data Flow.

AWM can boast in 2007 the first installed combination of technology offered and used by BradMet provided in part from Holland, Germany and the UK. During the past 10 years AWM management have seen huge advances both in technology and also Environmental Permitting, including waste management licences and risk assessments including Health and Safety, Environmental, Odour and nuisance management. The most significant aspects being the H4 Odour management protocols issued for consultation in 2011/12 requiring operators to formulate operate and correctly manage control measures for air pollution and odour migration emanating from more difficult and organic waste streams such as MSW.

| <b>Guaranteed (Bid Back) Performance Category</b> | <b>Guaranteed (Bid Back) Performance Levels (%)</b> |
|---|---|
| Guaranteed Recycling Rate                         | 6.01%   |

The actual performance during 2018/19 was 12.1%

The MRF technology provided by AWM has been designed to recover the following key commodities;

1. Paper and Card
2. Plastic films and Rigid plastic
3. Inerts and glass
4. Ferrous Metals and Non Ferrous Metals
5. Wood

With the exceptions of Metals and Inerts the other commodities are recovered through use of mechanical and manual means. Metal recovery is achieved by way of automated and mechanical systems involving electromagnetic fields and eddy current separators using opposing fields. We have summarised the flow diagram below illustrating the component parts and capture and exit points for recovered materials.

| <b>Guaranteed (Bid Back) Performance Category</b> | <b>Guaranteed (Bid Back) Performance Levels (%)</b> |
|---|---|
| Guaranteed Contract Waste Recovery Rate           | 95.01%  |

The actual recovery rate excluding landfill and recycling / compost was 99.8%

Since 2010 AWM has pioneered the export and preparation of RDF from the treatment of MSW, supplying quality CHP plants throughout Northern Europe. The plants supplied include those operated by local municipalities, state utilities and merchant plant operators.

AWM holds term contracts with several outlet companies / operators and are listed beneath.

| <b>Company</b> | <b>Plant</b> | <b>Contracted tonnage</b> | <b>CHP Rating</b> | <b>Term</b> |
|----------------|--------------|---------------------------|-------------------|-------------|
| AVR            | Rotterdam    | 50,000 tpa                | R1                | 2011-2032   |
|                | Dordrecht    |                           |                   |             |
| Andusia        | Amsterdam    | 80,000 tpa                |                   |             |
|                | Oslo         |                           |                   |             |
| N&P            | RWE Essen    | 40,000 tpa                |                   | 2015-2032   |

The primary RDF offtake solution offered by AWM was delivery of RDF to the FM2 facility to be operated by FMFE2L who are supporting AWM on the Council Bid on an exclusive basis. The FM2 facility offers the following:

- Permitted to a volume of 675,000 tpa
- Fully financed on a corporate basis through the joint venture between SSE plc and WTI.

- In construction through an EPC contract with Hitachi Zosen Inova, who successfully delivered the sister FM1 plant at Ferrybridge, on time and to budget
- Operational in Q1 2019 with a contractual longstop date of 30/9/2019
- Will be R1 compliant as proved by the certification of FM1

AWM is contracted to supply 150,000 tpa of RDF to FM2 and has signed a signed contract to extend that volume until 2029 (with 3 year extension option).

Key operational features of FM1 which will carry forward in the FM2 design include:

- 3 weighbridges giving significant redundancy and up to 9 operational tipping bays
- Large fuel bunker (pictured) holding c30,000 tonnes of RDF allowing short term unplanned outages to be managed
- Ability to run close to full boiler load with the steam turbine offline
- Large automated ash bunker (pictured) minimum capacity 7 days production
- 3 large APCR residue silos providing a minimum of 7 days storage.

FM1 has an industry leading high efficiency of 31% net/thermal efficiency, scoring 86% R1 assessment using first 6 months operational data.

Safety management is central to everything at FM1 and FM2. The sites operate a standard industry Permit to Work system and for lorry drivers operate a yellow/red card system ensuring behaviour meets site requirements. SSE provides strong safety support and regular audits.

Bottom ash is currently contracted to Ballast Phoenix at their Sheffield site where they extract any residual metal and recycle the aggregates generated by grading the ash. This provides a valuable resource for local projects in the South Yorkshire area. Ballast has signed a letter of intent (see Appendix 33) with Multifuel Energy Ltd (MEL), the direct parent of FMFE2L and FMFEL, to develop a bottom ash processing plant at the Ferrybridge site. Where markets allow, FM1 operates magnets on the ash system to extract ferrous metal which is recycled locally. APCR is managed by Castle Environmental, who treat the residue with waste acids before landfilling as a non-hazardous waste. Two recycling options are under negotiation for the long term. AWM currently employ 365 people company wide. Of this, 153 live within the District of Bradford and 62 within the District of Leeds. Essentially, since 2013 providing the region with salaried revenue of £23.96 million, of which £3.5 million is attributed directly to the Canal Road site, which has now been redistributed to Barnard Road and Neville Road in Bradford.

The AWM staffing figure has grown significantly (530%) since the Company formed in 2000, with the need for a more diverse, adaptable and skilled workforce.

The breakdown of our entire workforce is as follows:

28% administration & management  
 37% drivers  
 12% engineering  
 23% industrial pick-pack

AWM commenced a Corporate Social Responsibility (CSR) programme in 2012 that was designed and developed with sustainability in mind. To address the needs of the Social Value Act our CSR policy was developed to address three main focus areas:

- Community
- Environment
- Economic Growth

One key initiative to benefit the business and local community was a drive for each site to recruit from their local community. Our data shows that with this principle in place, 85 jobs have been created and satisfied by people from Bradford; in turn this created an additional 'local' salary growth of £250,000 during 2015 alone.

Not only does this increase local peoples' work prospects but by recruiting people that live within a short distance to the facility they will be working, the carbon impact of their journey to work will also be minimised.

Once recruited, AWM then use third party training companies to enhance the transferrable skill base of our workforce to meet the needs and demands of the business. In addition to creating main stream career opportunities, AWM have also engaged in the delivery of Apprenticeships within our Engineering division. Providing young people with prospects within vocational roles not only gives us the chance to close skills gaps but also utilise local communities as a source of labour; enhancing local peoples earning & prospect potentials.

AWM is committed to providing a quality service which supports the Council in a variety of key areas, as well as adding value to, and having a positive impact on the local communities and environment within which it operates. As an example AWM and FMFE2L have proposed two sharing mechanisms to the benefit of the Council as part of our Bid:

- AWM have guaranteed a substantial volume of income from recyclates in the financial model and this is helping to subsidise the guaranteed Waste Treatment Rate being proposed. In addition to this guaranteed subsidy AWM will share upside in excess of the guaranteed levels. The mechanism is detailed in our Financial Schedule 5 (Payment Mechanism) response but in simple terms it offers the Council the opportunity to share in upside generated either as a result of rising commodity prices and/or increased performance by AWM with regards to recycle capture from Contract Waste.
- The gate fee incurred by AWM for RDF processing at FM2 is already substantially subsidised by guaranteed levels of power income. In addition FMFE2L have proposed a sharing mechanism which offers the Council the opportunity to benefit from the impact of electricity prices being above specified 'strike' prices in the future. The mechanism is detailed in our Financial Schedule 5 (Payment Mechanism) response. The mechanism is detailed in our Financial Schedule 5 (Payment Mechanism) response.

#### 4. KEY PERFORMANCE INDICATORS (KPI)

Table 8 below shows the KPIs.

|   | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|---|---------|---------|---------|---------|---------|
| Kilos of residual Household Waste per Household ( <b>NI 191</b> )                             | 447     | 563     | 569     | 563     | 543     |
| Total %waste recycled/composted including contribution from waste treatment ( <b>NI 192</b> ) | 51.6%   | 40%     | 37%     | 35%     | 39.8%   |
| Total tonnes of waste to Landfill ( <b>NI 193</b> )   | 43,139  | 39,510  | 17,711  | 10,095  | 7,789   |
| Kerbside recycling %  | 17.1%   | 18.2%   | 18.24%  | 26%     | 33%     |
| HWRC recycling %  | 71.3%   | 70.5%   | 72.76%  | 69%     | 64%     |
| Total waste to Energy Recovery %  | 29.5%   | 40.5%   | 52%     | 60%     | 58%     |
| Total waste to landfill %   | 19.13%  | 18%     | 7.7%    | 4.5%    | 3.4%    |

**NI 191** figures for 2016/17 and 2017/2018 seem at odds with the overall position that residual waste is reducing as shown in Table 4. Under waste data flow NI 191 is defined as household waste that is not sent for recycling, reuse or **composting**, in other words residual waste. Unfortunately as reported in the performance report for 2015/16, apart from quarter 1 of 2015/16 amounting to 6,807t of composting, the ability to claim further tonnes of composting has been disallowed by the EA. In 2014/15 we claimed 23,391 tonnes of composting. The net result is that NI 191 has increased because we have not been able to claim any composting as can be seen for the last 3 years compared to previous years.

This situation has also negatively impacted on **NI 192** for the same reasons as described above, added again to a difficult year on the commodity markets, resulting in an NI 192 value of 35% for 2017/18. The recycling performance in 15/16 and 16/17 remained below previous years despite improved recycling tonnes collected at both kerbside and via Household Waste Recycling Centres (HWRC). This was due to previous compostable material extracted from our residual waste being disallowed after the first quarter of 15/16 and for all of 16/17. In addition, the

waste contractor chose to focus on creating refuse derived fuel (RDF) instead of recycling low quality recyclates extracted from our waste due to depressed commodity prices. RDF does not count towards recycling performance.

The further 2% reduction in recycling performance in 17/18 was due to contamination levels of recyclates running at 40% and the impact of the “beast from the East” storm in early 2018 which saw three weeks’ worth of recyclates having to be disposed of as residual waste in order to catch up on whole district collections. The new residual waste treatment contract will guarantee a 6% contribution to this target due to performance standards built into the contract which when added to our upstream performance at kerbside and HWRC’s, is expected to see the indicator exceed 40% at current performance levels.

In addition, alternative working arrangements and planned improvements at the Material Recycling Facility (MRF) should also see improved recycling rates.

**NI 193** Waste sent to landfill decreased in 2018/2019 to 4.5%.

The Council’s upstream kerbside recycling performance as shown on line 4 has increased significantly.

HWRC recycling and diversion performance continues to remain high at 69% as shown in line 3.

In line 6 waste to energy has risen significantly owing to more waste being placed to waste for energy and thus less tonnes landfilled as noted above.

**5. OTHER CONSIDERATIONS**

This report is for information and discussion only.

**6. FINANCIAL & RESOURCE APPRAISAL**

Volatility of residual and recycling tonnages have financial impacts on the service budget which requires constant monitoring and management.

**7. RISK MANAGEMENT AND GOVERNANCE ISSUES**

This report is for information and discussion only.

**8. LEGAL APPRAISAL**

There are no legal issues arising from this report however care has been taken to ensure that no commercial sensitivities are divulged.

**9. OTHER IMPLICATIONS**

None

**9.1 EQUALITY & DIVERSITY**

N/A

## **9.2 SUSTAINABILITY IMPLICATIONS**

The continued increases in recyclates collected and reductions in waste to landfill contribute positively towards national and EU targets.

## **9.3 GREENHOUSE GAS EMISSIONS IMPACTS**

Increased recycling and continued diversion from landfill contribute positively to climate change and reduction in greenhouse gases.

## **9.4 COMMUNITY SAFETY IMPLICATIONS**

There are no community safety implications

## **9.5 HUMAN RIGHTS ACT**

There are no known Human Rights Act implications

## **9.6 TRADE UNION**

There are no staffing implications arising from this report

## **9.7 WARD IMPLICATIONS**

There are differential levels of recycling by collection round and hence ward.

## **9.8 IMPLICATIONS FOR CORPORATE PARENTING**

N/A

## **9.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

N/A

## **10. NOT FOR PUBLICATION DOCUMENTS**

None

## **11. OPTIONS**

N/A

## **12. RECOMMENDATIONS**

That Regeneration and Environment Overview & Scrutiny Committee consider the information presented in this report and request a further progress report in twelve months.

## **13. BACKGROUND DOCUMENTS**

Municipal Waste Minimisation and Management Strategy (Executive Report 13th January 2015)



## **Report of the Director of Corporate Resources to the meeting of the Regeneration and Environment Overview and Scrutiny Committee to be held on 20 January 2020**

**BH**

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### **Subject:**

**Civic Quarter District Heat – Update on progress and presentation of the Outline Business Case’s key facts**

### **Summary statement:**

This report presents a summary of the outline business case to support the Council’s ambition to develop a City Centre based District Energy Network, supplying low carbon heat and electricity on commercial terms, to city centre civic buildings, other public sector buildings and commercial properties.

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Joanne Hyde  
Director of Corporate Resources

**Portfolio: Healthy People and Places  
Regeneration, Planning and Transport**

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

## 1. SUMMARY

This report presents a summary of the outline business case to support achieving the Council's ambition to develop a city centre based District Heat Network supplying low carbon heat on commercial terms to City Centre Civic buildings, other public sector buildings and commercial properties. (A glossary of technical terms is included in Appendix 1).

## 2. BACKGROUND

District Heat Networks (DHN) offers an opportunity to reduce the district's carbon emissions, create new long term secure income streams, and contribute to corporate cost reductions.

The UK government has identified DHN as a significant contributor to reducing UK greenhouse gas (GHG) emissions and as a component in the transition to low carbon energy. The Department for Business, Energy and Industrial Strategy (BEIS) is making financial and technical resources available to support DHN project development across the country.

In 2010, Bradford Council agreed to reduce its carbon emissions from its own activities and for the District by 40% by 2020. The Council also agreed a target of 20% for energy for delivery of its own functions to come from renewable sources (Council March 2010).

Executive considered a Renewable Energy report on 3<sup>rd</sup> May 2013. This presented a discussion of the Link Member Report Bradford Power 2020 and Beyond, Renewables Future for Bradford Council and set out the Council's approach to deploying a range of renewable electricity and heat projects. The report set out progress to date on a number of renewable technology projects deployed across Council assets and includes the case for use of biomass systems. Executive endorsed this approach.

Funding from the BEIS Heat Networks Delivery Unit (HNDU) has allowed the Council to commission consultants to undertake a technical and economic feasibility of a number of DHN scenarios, using the Civic Quarter as an anchor estate for the scheme and complete the current level of design work. The Outline Business Case (OBC) has also been developed using HNDU funding (67%) as well as West Yorkshire Combined Authority Energy Accelerator (WYCA) funding (33%) and BEIS have also provided grant funding for project management resource (100%). The project management is being delivered by Arcadis, and the OBC has been prepared by a consortium headed by Turner and Townsend and includes Brodies Solicitors and Carbon Trust providing specialist legal and technical advice .

The project has now achieved RIBA Stage 3 design for the electrical and mechanical elements of the network, and the economic model, for a series of scenarios, has been completed. This work package included air quality modelling across the network and a detailed assessment of the pipework route options.

A pre planning enquiry has been submitted to the Council's Planning Department. The initial feedback is positive, stating *"This proposal sits well with the objectives of the Spatial Vision and policies SC1, SC2, SC6, SC9, BD1 EC1 and EN6 of the Bradford Core Strategy."* Officers are working closely with the Air Quality team to ensure that any potential impacts are carefully considered and mitigated, to ensure the development does not create unacceptable air quality issues.

In addition to the provision of heat, the network also offers an opportunity to utilise energy storage technology at a reduced cost if incorporated into the design before construction. The size of the electrical connection would be unaffected and the technology would be able to take advantage of financial incentives available for short term energy storage, these include Frequency Response, TRIADS, peak load management, day/night pricing and the utilisation of onsite generation capacity. This needs to be explored as part of the phase 2 expansion work.

The OBC has been prepared using the 5 case model and demonstrates a strong strategic fit, commercial, economic, financial and management case. The headline information from each case is set out in the appropriate section below. The full OBC is due to be considered by council Executive on February 4.

### **3. OTHER CONSIDERATIONS**

#### **➤ Strategic Case**

This provides context and understanding for how a district heat network fits into Bradford Council's historic and recent strategic decisions with regard to energy use in the district. Also its fit within the national and regional policy environment and its fit within the districts core strategy. The document sets out the reason that District Heat supports the desired outcomes for these strategies.

Within the strategic case is a review of the wider context of growth and regeneration within the city and the Council plan and its vision for the city centre and how this fits with the geographic spread of the network. There is analysis of the planned connections and potential future connections and how this fits into the core strategies planning policy.

The objectives of the project as laid out in the document are

- Provide competitively priced energy
- Provide a vehicle with the ability to generate income for the Council
- Minimise carbon emissions
- Reduce cost of heating Council buildings

Analysis of the project's interdependencies, assumptions and constraints is set out in detail and is supported with a risk register that sets out the high level risks and mitigation in place.

The case shows a strong strategic fit locally, regionally and nationally. It particularly fits with proposals being put forward under the transforming cities programme where there are options to share civil engineering and landscaping costs along a mutually beneficial timeline.

### **4. FINANCIAL & RESOURCE APPRAISAL**

#### **➤ Economic Case**

This document provides analysis of the critical success factors relating to the district heat project and applies these to the various options for the development of the scheme then using an evidence based assessment recommends an option for

implementation. The options are appraised with whole life financial viability parameters which have been referenced and summarised following a quality assurance process. These include a full techno-economic model and cash flow assessment.

The report looks at the likely impact to the final Internal Rate of Return (IRR) of any risks that are realised and provides an overall economic appraisal of the core scheme's pre and post grant IRR and Net Present Value (NPV) over the life of the scheme.

The case demonstrates that there is a positive IRR for the scheme as designed and that the scheme remains technically feasible with updated information about the capital and revenue cost streams.

➤ **Financial case**

This section of the outline business case presents the findings of the financial appraisal of the preferred option recommended in the economic case. Inputs to the appraisal were primarily sourced from the techno-economic model (TEM) initial prepared by Sustainable Energy Ltd (SEL) and subsequently modified by Woodward Energy Consulting Ltd (WEC). Key issues addressed in this appraisal include funding requirements and funding sources, budget forecasting, project operations, financial risk, sensitivity analysis and state aid.

The cost of this project is £14.463M, which is proposed to be used and funded as follows:

| <b>Core Scheme</b>               | <b>£000</b>  | <b>%</b> |
|----------------------------------|--------------|----------|
| <b>Uses of Funds</b>             |              |          |
| Energy Centre                    | 5618         | 39%      |
| Distribution Network             | 7840         | 54%      |
| Interest During Construction     | 145          | 1%       |
| Professional Fees                | 750          | 5%       |
| Working Capital                  | 110          | 1%       |
| <b>Total Uses</b>                |              |          |
|                                  | <b>£000</b>  | <b>%</b> |
| <b>Sources of Funds</b>          |              |          |
| HNIP Grant                       | 6459         | 45%      |
| Invest to Save                   | 5023         | 35%      |
| Corporate Borrowing              | 2871         | 19%      |
| Council Working Capital Facility | 110          | 1%       |
| <b>Total Funds</b>               | <b>14463</b> |          |

The 'Council Loan' will be repaid and alongside the working capital facility is invest to save funding within the Capital Programme. The 'Council equity' of £5,023k will be funded by corporate borrowing in the Capital Programme.

The current financial modelling shows that the new District Heating Network over its

life will bring in a share of Business Rates to the Council's General Fund over and above the corporate borrowing amount – though it is the case that the Business Rates framework is currently being reviewed by the Government.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

### ➤ **Management Case**

The Management case takes a view on how the scheme has progressed and outlines how the project will be managed through the commercialisation phase, while providing a broad view of how the project will be implemented. It sets out the key milestones within the short and long term plan and how the project needs to co-ordinate with other development and regeneration activities within the Council such as activities related to the transforming cities fund bid.

There is a projection of the likely costs associated with the commercialisation and deliver phases splitting out the costs by each of the activities although much, if not all, of this cost is able to be funded via support from BEIS (HNDU & HNIP) and the WYCA (Energy Accelerator).

The case demonstrates that there is a viable management methodology that satisfies the council's requirements as well as the requirements of potential grant funders.

## **6. LEGAL APPRAISAL**

### ➤ **Commercial Case**

This provides an overview of the procurement and commercial strategies of the project. This is particularly important given the wide range of options around both of these crucial elements and how those choices impact on the Council's options in terms of revenue, costs, access to grants and the amount of control it would retain.

The case identifies that a Special Purpose Vehicle (SPV) will be required to operate the delivery model. It sets out the benefits, risks and barriers that are associated with the recommendation as well as the process that needs to be undertaken to draft the terms correctly and what considerations need to be made during this process. Such as the board structure and where decisions require Council approval.

Secondly the case deals with the required procurement strategies

The study makes an assessment of any state aid implications on the council and the SPV and provides guidance on where different rates apply due to the majority of the scheme falling within a class 'c' assisted area.

There is an assessment of the core tasks required during the contracting phase and a recommendation that sets out the benefits, opportunities, risks and constraints of how these tasks are managed as well as providing information about the mechanisms that should be in place to ensure the required performance metrics are met.

The case finally sets out the plans for the contracts required to manage the scheme moving forwards with an assessment of any resource requirements for customer management.

The case shows that the scheme as designed will operate within the council's preferred business structure and that the recommended development packages can be procured using the routes available to the council.

➤ **Internal Considerations**

The council's commercial legal team had involvement in the commercial workshop and together with procurement has been given the opportunity to consider the OBC. There is further development required during the commercialisation phase of work around:

- the formation and role of the SPV;
- procurement options, particularly in relation to the supply of energy;
- trading powers; and
- state aid

All commercialisation development work will be undertaken in conjunction with officers from legal and procurement to ensure that an appropriate path which adheres to the Council's standing orders and to legislation will be followed throughout.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

No impact

### **7.2 SUSTAINABILITY IMPLICATIONS**

- Please see background and description of Strategic Case for full details of how this project supports the Council's wider sustainability objectives.

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

- Scheme is currently projected to save 12,640 tonnes of Carbon emissions over the project life however it needs to be recognised that the scheme itself is transitional with the aim being to provide a network that does not present a financial burden to the council in the earliest stages of its implementation. There are aims to continually improve the network both adding connections and reviewing the heat sources to ensure that the carbon emissions are maximised over the life of the scheme. Officers have observed from other schemes such as Nottingham and Sheffield that once the initial infrastructure is in place the secondary expansion is deliverable and networks expand to their capacity. This is also being demonstrated in Leeds where the "pipes" scheme is being expanded.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

No impact

**7.5 HUMAN RIGHTS ACT**

No impact

**7.6 TRADE UNION**

No impact

**7.7 WARD IMPLICATIONS**

➤ N/A

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

N/A

**7.9 IMPLICATIONS FOR CORPORATE PARENTING**

No Impact

**7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

No Impact

**8. NOT FOR PUBLICATION DOCUMENTS**

N/A

**9. OPTIONS**

N/A

**10. RECOMMENDATIONS**

➤ Recommended  
That the committee request further update on the progress of the scheme at the commencement of the commercialisation work and that a request for support of the procurement strategy for the scheme itself and the procurement of energy from the scheme be sought from committee at this time.

**11. APPENDICES**

1. Glossary of terms

**12. BACKGROUND DOCUMENTS**

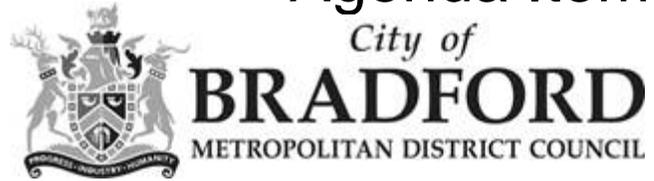
➤ None

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## Appendix 1 Glossary of terms

- DHN – District Heat Network, pipes in the ground that move heat between buildings, central heating for cities
- CHP – Combined Heat and Power, an engine that burns gas to produce electricity and the waste heat is captured and used
- Load – the amount of heat required by the system at any time
- Base Load – the typical load required during periods of light use of the system
- Peak Load – The highest heat requirement at any point of the day, week, month or year
- Heat exchanger – a device that allows heat to be moved in to or out from the DHN without having to mingle the fluid that the heat is being carried in. Allows systems to operate at different temperatures and pressures
- Heat Interface unit – See Heat exchanger
- Heat Meter – measures the flow rate of heat carrying liquid and the temperature difference allowing accurate billing for every unit of heat consumed
- Boiler – burns fuel to provide heat
- Biomass – usually wood fuel, either in chipped form (cheaper) or industrially formed into pellets (more compact and consistent quality). Can also be straw, miscanthus or other fuel crops.
- Energy From Waste (EFW) – a facility that combusts municipal waste and harnesses the heat to generate electricity, heat left after this process can be distributed via a DHN
- Losses – energy lost during distribution through heat leakage or electrical resistance
- Private Wire Network (PWN) – a privately owned and operated electricity distribution network
- O&M – Operation and Maintenance – the team or mechanism that keeps the technical equipment running smoothly
- CRM – Customer Relations Management – the team or mechanism that deals with customers including billing, complaints and new customers
- Frequency response – This is an aspect of energy storage where the operator of an electrical storage facility can be paid to take excess electricity from the grid to help prevent generation capacity being shut down and incurring the losses that that process would cause. The operator can then sell the stored electricity back

to the grid when energy is scarce making more money or use the energy on its own site if this is more financially beneficial.



## Report of the Strategic Director, Place to the meeting of Regeneration and Environment Overview and Scrutiny Committee to be held on 20<sup>th</sup> January 2020

**BI**

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**Subject:** Update of the previous 12 month review of the district's Casualty Reduction work.

**Summary statement:** This report provides an update to the previous recommendations around the management of the district's Killed and Serious Injuries (KSI's) on the highway. The report also updates on the Inter-Departmental Agreements between Planning, Transportation & Highways Service and Public Health around the Road Safety Team.

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**Portfolio:**

**Regeneration Planning and Transport**

**Overview & Scrutiny Area:**

**Regeneration and Environment**

## 1. SUMMARY

- 1.1 To make up some budget reductions via the Public Health IDA (Inter Departmental Agreement), Road Safety funding will be temporarily covered by a strategic top slice of the Integrated Transport Block to the tune of £50,000.
- 1.2 Operation Steerside is on-going in Bradford and is being financially supported by the Council and West Yorkshire Police.
- 1.3 In 2018, Bradford KSIs (Killed and Serious Injuries) dropped by 7.8% to 177 from 192 in 2017.
- 1.4 Fatalities in Bradford increased in 2018 to 15 from 10 in 2017.
- 1.5 In 2019, Bradford has seen a reduction of 10.3% in KSIs for the first three quarters of the year (113, January to September), compared with the same period last year.

## 2. BACKGROUND

### Road Safety IDA

- 2.1 Currently the Road Safety Team revenue funding is derived from the Public Health Grant following a review of the synergies between Casualty Reduction and Health Priorities five years ago. A list of activities with outcomes is shown in Appendix 1.
- 2.2 As part of the budget announced in 2016/17 Public Health will reduce the IDA associated with the activities of the Road Safety Team by 50%. This reduction was introduced over a two year period:
  - A reduction of funding of £62,500 for the financial year 18/19
  - A further £62,500 reduction for the financial year 19/20
- 2.3 This managed approach was proposed to allow the Planning, Transportation & Highways Service to explore possibilities for alternative funding sources of explore alternative delivery models for the work undertaken by the Road Safety Team. The team is financially stable for the next 12 months with the provision of £50,000 from the Integrated Transport Block Allocation approved by the Council's Executive.
- 2.4 Historically, Road Safety ET&P (Education, Training and Publicity) has been instrumental in reducing casualties and addressing the issue of child pedestrian kerbside training and young cycle training. Pedestrian child casualties make up the largest proportion of child injuries and the training offered to primary and secondary schools provides a strong natural awareness base for children developing life skills. The Road Safety ET&P programme has provided a demonstrable change in child behaviour on the highway network for the better, which in turn helps to keep casualty levels down.
- 2.5 The activities promoted by the Road Safety Team link directly with many health agendas such as Cardio Vascular (Non-movement issues), obesity agenda, injury minimisation, premature death and green/alternate travel modes.
- 2.6 Savings through natural staff retirement and effective vacancy management combined with exploring use of alternate revenue budgets are being used to manage the first year of the IDA reduction. Longer term, a Shared Service approach across West Yorkshire is currently being discussed at the West Yorkshire Safer Roads Executive. A scoping exercise on the current size of the ET&P operation in West Yorkshire has been produced. A further independent review of how this could work in practice is required. Funding for this

independent review has been sourced via the West Yorkshire Safer Roads Executive. To date, there has been no progress on this matter but it is due to be picked up during the next financial year.

- 2.7 In 2018, Bradford KSIs dropped by 7.8% to 177 from 192 in 2017. All child casualties fell but the number of child KSIs has remained constant in the last five years. Pedestrian casualties of all severities and KSIs fell marginally in 2018 but once again, the trend line has remained fairly flat in the last five years. Cycle casualties reduced marginally in 2018 but remain above the baseline. PTW (Powered Two Wheeler – Motorbikes etc) KSI numbers reduced for the second time in two years but have not changed significantly during the last five years. Car Occupant KSIs reduced for the first time in two years. A summary table is shown below:

|              |                | All Casualties (January-December) |      |      |      |      |      |       |                         |                   |                  |
|--------------|----------------|-----------------------------------|------|------|------|------|------|-------|-------------------------|-------------------|------------------|
| Bradford     | Severities     | 2005~09 avg                       | 2013 | 2014 | 2015 | 2016 | 2017 | 2018  | Trend pattern 2013-2018 | 2018 vs last year | 2018 vs Baseline |
| All          | KSI            | 248                               | 190  | 205  | 188  | 178  | 192  | 177   |                         | -7.8% ↓           | -28.6% ↓         |
|              | All severities | 2499                              | 1672 | 1752 | 1685 | 1611 | 1367 | 1,291 |                         | -5.6% ↓           | -48.3% ↓         |
| Child        | KSI            | 44.2                              | 32   | 29   | 33   | 33   | 35   | 30    |                         | -14.3% ↓          | -32.1% ↓         |
|              | All severities | 316.8                             | 230  | 223  | 227  | 199  | 202  | 156   |                         | -22.8% ↓          | -50.8% ↓         |
| Pedestrian   | KSI            | 96                                | 67   | 73   | 71   | 62   | 74   | 72    |                         | -2.7% ↓           | -25.0% ↓         |
|              | All severities | 366.8                             | 275  | 295  | 326  | 270  | 259  | 242   |                         | -6.6% ↓           | -34.0% ↓         |
| Cyclist      | KSI            | 15.8                              | 29   | 20   | 24   | 18   | 25   | 23    |                         | -8.0% ↓           | 45.6% ↑          |
|              | All severities | 85                                | 123  | 130  | 121  | 97   | 109  | 102   |                         | -6.4% ↓           | 20.0% ↑          |
| PTW          | KSI            | 37.4                              | 33   | 35   | 35   | 40   | 22   | 20    |                         | -9.1% ↓           | -46.5% ↓         |
|              | All severities | 132                               | 116  | 113  | 109  | 99   | 66   | 82    |                         | 24.2% ↑           | -37.9% ↓         |
| Car Occupant | KSI            | 90.6                              | 52   | 70   | 46   | 52   | 68   | 53    |                         | -22.1% ↓          | -41.5% ↓         |
|              | All severities | 1786.8                            | 1073 | 1128 | 1046 | 1077 | 884  | 815   |                         | -7.8% ↓           | -54.4% ↓         |

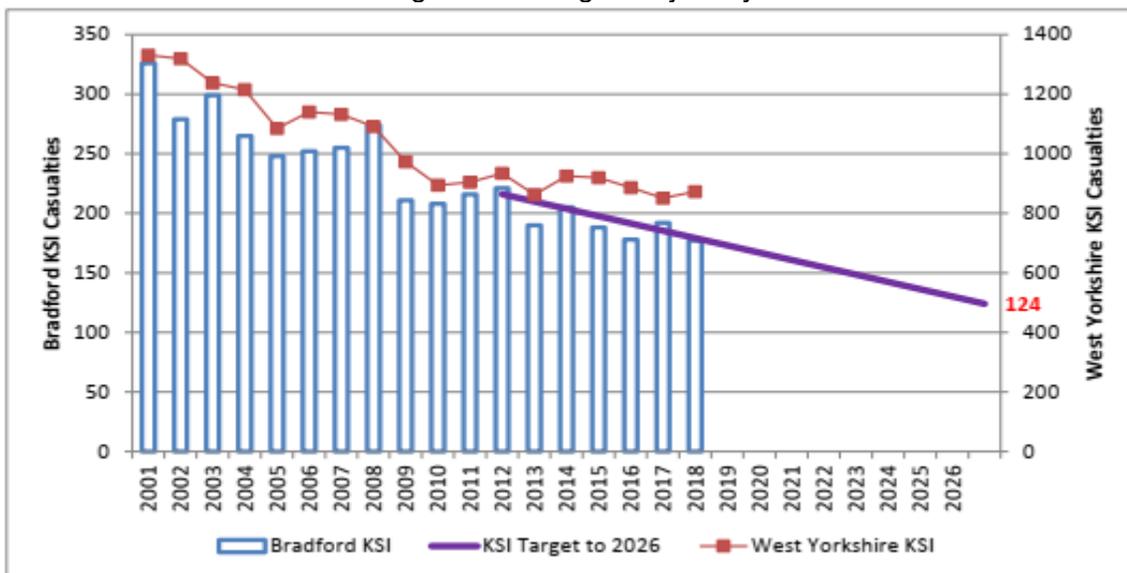
- 2.8 Analysis of accident data has highlighted a particular issue around Year 6/7 pupils journey to school during the morning - and in particular afternoon/early evening school journey home accident frequencies peak. At this age, pupils are making their first independent journeys. Work is on-going to tackle this issue in West Yorkshire.
- 2.9 Operation Steerside has proved a valuable contribution to joint roads policing activity in Bradford with over 12,000 interactions in a 12 month period in Bradford. This has been funded primarily by the police with local contributions from the Council and a Parish Council to support this activity in other parts of Bradford.
- 2.10 A further expansion of the mobile cameras operated by the West Yorkshire Casualty Reduction Partnership is being examined by the West Yorkshire Safer Roads Working Group. Random Road Watch allows cameras to be utilised on any part of the network and not just designated mobile camera sites. This is to address areas of high anti-social behaviour where complaints are made. A deployment model is currently under scrutiny.

Bradford Casualty Figures for 2018 and interim report for 2019

- 2.11 For 2018, KSIs are down overall. However there was a significant increase in the number of fatalities in the district (15 in 2018 compared with 10 in 2017). Whilst the numbers are small and subject to fluctuation, it raises concern with the public and the press when the numbers rise. The overall reduction is essentially due to the reduction in car occupant injuries (30% of the overall casualty class share). Bradford will be in a strong position to meet the 2026 target reduction if these levels continue. A summary table for KSIs is shown below:

| Bradford       | Baseline*<br>(avg 05-09) | 2015 | 2016 | 2017 | Prev 3yrs<br>avg | 2018 | 2018 vs prev<br>3yrs avg | 2018 vs<br>baseline | Target by<br>2026* | Reduction<br>required from<br>the current year |     |      |
|----------------|--------------------------|------|------|------|------------------|------|--------------------------|---------------------|--------------------|--|-----|------|
| Fatal          | 23                       | 7    | 8    | 10   | 8                | 15   | 80.0%                    | ↑                   | -35%               | ↓  | 12  | -23% |
| Serious        | 225                      | 181  | 170  | 182  | 178              | 162  | -8.8%                    | ↓                   | -28%               | ↓  | 113 | -31% |
| Slight         | 2251                     | 1497 | 1433 | 1175 | 1368             | 1114 | -18.6%                   | ↓                   | -51%               | ↓  |     |      |
| Total          | 2499                     | 1685 | 1611 | 1367 | 1554             | 1291 | -16.9%                   | ↓                   | -48%               | ↓  |     |      |
| KSI            | 248                      | 188  | 178  | 192  | 186              | 177  | -4.8%                    | ↓                   | -29%               | ↓  | 124 | -30% |
| Child KSI      | 44                       | 33   | 33   | 35   | 34               | 30   | -10.9%                   | ↓                   | -32%               | ↓  | 22  | -26% |
| Pedestrian KSI | 96                       | 71   | 62   | 74   | 69               | 72   | 4.3%                     | ↑                   | -25%               | ↓  | 48  | -33% |
| Cyclist KSI    | 16                       | 24   | 18   | 25   | 22               | 23   | 3.0%                     | ↑                   | 46%                | ↑  | 8   | -66% |
| PTW KSI        | 37                       | 36   | 42   | 22   | 33               | 20   | -40.0%                   | ↓                   | -47%               | ↓  | 19  | -7%  |
| Car Occ KSI    | 91                       | 46   | 52   | 68   | 55               | 53   | -4.2%                    | ↓                   | -42%               | ↓  | 45  | -15% |
| Other KSI      | 8                        | 11   | 4    | 3    | 6                | 9    | 50.0%                    | ↑                   | 9.8%               | ↑  | 4   | -54% |

2.12 Road Collision KSI casualties along with the target Trajectory shown below:



### West Yorkshire Safer Roads Delivery Group

2.13 In addition to Bradford’s ET&P programme, funding is sourced for joint West Yorkshire initiatives via the West Yorkshire Casualty Reduction Partnership with agreement via the West Yorkshire Safer Roads Executive. This funding is currently £113,000/year. A Highlight report on the spend profile for West Yorkshire has been included in this document (Appendix 2).

### Safer Roads Capital Programme

2.14 The total annual Safer Roads budget for 2019/20 £932,000. There is currently an approved allocation for project development. This is for resources to undertake detailed investigations and assessments to inform the scheme selection process.

2.15 Area Committees (£550,000) – there is an allocation of £70,000 to each Area Committee for Casualty Reduction schemes for sites where there is a proven history of recorded injury collisions that can be addressed through remedial measures. A further allocation of £40,000 for each Area Committee is made available to deliver other measures including Traffic Regulation Orders, Blue Badge Parking Places and any schemes at locations not prioritised through the Casualty Reduction programme but where there are still local safety

concerns.

Project development (£120,000) – a resource to ensure that appropriate investigations and assessments are carried out in respect of all representations for traffic management measures, facilitate ongoing analysis of road casualty and other traffic survey data, and determination of schemes programmes.

Strategic Projects (£150,000)

- Shipley town Centre – 20mph zone
- Keighley Central – schools 20mph zones
- Barkerend Road – 20mph zone and traffic calming

Safe Streets (£50,000) – match-funding for Public Health monies to develop a framework for Play Streets to enable a roll-out of opportunities across this district. Also includes provision to develop a pilot scheme and strategy for School Streets.

Steerside (£12,000) - a contribution to Steerside partnership activities. Will be specifically used to fund signing for the anti-Social Driving PSPO and additional Theatre in Education activities.

The proposed funding profile for 2018/19 onwards is detailed below:

| SAFER ROADS BUDGET ALLOCATIONS 2019-20 (INC. £50k SAFE STREETS AND EQUAL AC ALLOCATIONS) |              |                    |              |                 |           |                     |                         |                    |                           |
|--|--------------|--------------------|--------------|-----------------|-----------|---------------------|-------------------------|--------------------|---------------------------|
|  | Total budget | Strategic Projects | Safe Streets | Road Safety ETP | Steerside | Project development | Area C'ttee Allocations | Casualty Reduction | Community Projects (Min.) |
| Bradford East  |              |                    |              |                 |           | £24,000             | £110,000                | £70,000            | £40,000                   |
| Bradford South   |              |                    |              |                 |           | £24,000             | £110,000                | £70,000            | £40,000                   |
| Bradford West  |              |                    |              |                 |           | £24,000             | £110,000                | £70,000            | £40,000                   |
| Keighley   |              |                    |              |                 |           | £24,000             | £110,000                | £70,000            | £40,000                   |
| Shipley  |              |                    |              |                 |           | £24,000             | £110,000                | £70,000            | £40,000                   |
|  | £932,000     | £150,000           | £50,000      | £50,000         | £12,000   | £120,000            | £550,000                | £350,000           | £200,000                  |

Interim Casualty figures for 2019 (January to September)

2.16 The Interim figures for the first three quarters of the year show an overall reduction in KSIs by 10.3% compared to the same period in 2018. The area where we have seen an increase is PTWs (11% increase). A summary table is shown below against our district partners:

| Bradford KSI Jan-Sep 2019         | Calderdale KSI Jan-Sep 2019         | Kirklees KSI Jan-Sep 2019             | Leeds KSI Jan-Sep 2019              | Wakefield KSI Jan-Sep 2019          |
|-----------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|-------------------------------------|
| % share 33%<br>-7.5% 37           | % share 36%<br>69.2% 22             | % share 20%<br>-44.7% 21              | % share 32%<br>5.2% 81              | % share 43%<br>-10.3% 35            |
| % share 38%<br>-15.7% 43          | % share 18%<br>-31.3% 11            | % share 14%<br>55.6% 14               | % share 24%<br>-9.0% 61             | % share 13%<br>-47.6% 11            |
| % share 11%<br>9.1% 12            | % share 25%<br>15.4% 15             | % share 31%<br>146.2% 32              | % share 20%<br>2.0% 51              | % share 27%<br>-35.3% 22            |
| % share 13%<br>-16.7% 15          | % share 13%<br>-27.3% 8             | % share 14%<br>55.6% 14               | % share 19%<br>16.7% 49             | % share 13%<br>-21.4% 11            |
| <b>Other</b> % share 5%<br>0.0% 6 | <b>Other</b> % share 8%<br>150.0% 5 | <b>Other</b> % share 21%<br>-31.3% 22 | <b>Other</b> % share 4%<br>-8.3% 11 | <b>Other</b> % share 4%<br>-57.1% 3 |
| <b>ALL KSI</b> -10.3% 113         | <b>ALL KSI</b> 10.9% 61             | <b>ALL KSI</b> 2.0% 103               | <b>ALL KSI</b> 2.0% 253             | <b>ALL KSI</b> -28.7% 82            |

### **3. OTHER CONSIDERATIONS**

3.1 There are no other considerations.

### **4. FINANCIAL & RESOURCE APPRAISAL**

4.1 Without sourcing extra finance, the IDA implications described previously could result in the downsizing of the Road Safety Team in future years.

### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

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

### **6. LEGAL APPRAISAL**

6.1 There are no legal issues arising.

### **7. OTHER IMPLICATIONS**

#### **7.1 EQUALITY & DIVERSITY**

7.1.1 If the current work in exploring alternative funding streams or delivery models is not successful there is a risk the ET&P delivery will need to be reduced and Active Travel Programmes removed which would adversely affect the more vulnerable groups in areas of high risk and consequently there is an increased risk of increasing levels of road casualties.

7.1.2 An Equality Impact Assessment for both IDA proposals was undertaken as part of the budget setting process.

#### **7.2 SUSTAINABILITY IMPLICATIONS**

7.2.1 There are no sustainability issues.

#### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

7.3.1 There are no Greenhouse gas emission impact issues.

#### **7.4 COMMUNITY SAFETY IMPLICATIONS**

7.4.1 Refer to 7.1.1

#### **7.5 HUMAN RIGHTS ACT**

7.5.1 There are no Human Rights Act implications.

#### **7.6 TRADE UNION**

7.6.1 The shortfall in the Public Health IDA has been covered for the next 12 months. If the shortfall in the public health IDA funding is not replaced after this time in relation to the activities of the Road Safety team the reduction of the Road Safety Team by approximately 1.6FTE's will be required in the first year of reduction. The current Section 188 Notice includes reference to this approach as the default position.

## **7.7 WARD IMPLICATIONS**

7.7.1 Refer to 7.1.1

## **7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

7.8.1 Under the devolved process, the Road Safety Team currently report to each Area Committee on performance in each Parliamentary Constituency on an annual basis. The Area Committees are able to comment and request detailed information on ET&P and guide the direction of the team based on local knowledge. A reduction in staffing could impact on the deliverables in each Parliamentary Constituency.

## **8. NOT FOR PUBLICATION DOCUMENTS**

8.1 None.

## **9. OPTIONS**

9.1 None.

## **10. RECOMMENDATIONS**

10.1 That Members note the content of the report;

10.2 That officers are requested to update the Committee in 12 months time to include Casualty performance and a financial update.

## **11. APPENDICES**

11.1 Appendix 1 – Road Safety Outcomes for Bradford;

11.2 Appendix 2 – West Yorkshire Safer Roads Delivery Group Highlight report.

## **12. BACKGROUND DOCUMENTS**

12.1 None.

| West Yorkshire Safer Roads Delivery Group Outcomes 2018 - 19 Bradford |   |   |  |  |                          |  |  |
|---|---|---|--|--|--------------------------|--|--|
| Target  | Background  | Materials/Activity                      | Quantity   | Planned Cost                                   | Actual Cost              | Information  | Bradford Outcomes  |
| Young People  | Targeting 11-14 year olds (and their parents) who research shows are our most vulnerable road user group - particularly after transition from primary to secondary school | Way 2 Go                                | 30k  | £12,600  | £11,160                  | National magazine targeting Year 6/7 pupils going moving on to secondary schools   | Distributed to all Yr6 pupils in primary schools and academies. Currently being evaluated by Leeds                         |
|   |   | Parents leaflet                         | 30k  | £617   | £548                     | Information parents on how to support their child when moving to secondary school  | Distributed to parents of all Yr6 pupils in primary schools and academies  |
|   |   | Theatre in education                    | 10 schools per Council                                       | £29,000  | £26,000                  | Bespoke theatre production and workshops targeting Year 7s   | Delivered to 11 Bradford schools. Bradford committed to a further 10 performances  |
| All road users  |   | Ghost Street bus advertising            | 120 buses per area - 600 buses                               | £10k   | £9,060                   | Headliner ads on top decks of buses across WY to support TIE targeting young people as they get off the bus                    | 600 bus passenger headliners on top decks of buses /single decker buses - across WY covering all postcodes                 |
|   |   | Digital Audio Xchange (DAX) advertising | 500k impressions   | £10k   | £8900 Ad Production £750 | Targeting YP as they stream music with messages about crossing the road safely and looking out!                                | Teenagers aged between 15-18 living in postcodes BD, HD, HX, LS and WF, 30 sec ads   |
|   |   | Radio - WOW campaign                    | 90 slots per month plus bonus - including relicense of 4 ads | £21681 (additional relicense for +4 ads £1200) | £19,222                  | Includes specific ads for cyclists, P2W, drivers, pedestrians re Fatal 4, looking out for each other, taking care on the roads | Adverts follow the calendar themes each month. Adverts play for 2 weeks out of 4. Guaranteed minimum of 30% extra free ads |
| Drivers   |   | Radio - Thermal campaign                | 3 x 10 sec ads + 3 x 20 sec ads per morning                  | £4536.60 - 15 days +£300 ad relicense          | £4,450                   | Only airs on days when bad weather will affect driving conditions  | Adverts only played on mornings when temps are around zero and road conditions affected                                    |
| Young drivers   |   | Virtual reality                         |  | £5,000   |                          | To continue to build VR resource   |  |

|  |  |                            |                                      |   |                                       |  |   |
|--|--|----------------------------|--------------------------------------|---|---------------------------------------|--|---|
| Parents  |  | Seat Selector              | 10k                                  |   | £1,526                                | In car safety information for parents/carers   | 2000 discs distributed at car seat checks and parent talks across the district  |
| Cyclists - sharing the road/space for cyclists |  | Leaflets                   | 5k                                   | £246  | £243                                  | To support events done in partnership with the Police  | Bradford holds central stock for all WY authorities - used for Close Pass Initiative  |
| PTW  |  | Leaflets and posters       |                                      |   | Leaflets - £283.67<br>Posters - £41   | Information promoting use of good kit and helmets  | Leaflets and posters held by WY F&R for distribution on Biker Down and Bike Safe Courses  |
| Elderly Pedestrians                            | Statistics show older road users are one of the most vulnerable groups   | Bags                       | 6k                                   | £10810                                      | £4995 +<br>£76.50<br>delivery<br>£115 | Small shopping bags branded Safer Roads WY with reflective strip<br>Provides basic information about staying safe aimed at elderly pedestrians.      | F&R distributing on Safe & Well Visits. Adult & Social Care distributing on home visits. Keighley have a drop-in market stall in Keighley Market where they provide advice/information to reduce, prevent accidents |
|  |  | Postcard                   | 6k                                   | £185  |                                       |  |   |
| School gate parking                            | It is accepted that this is more of an anti-social behaviour issue - however, all road safety teams are under pressure to deal with it | Don't park on the zig-zags | 30k                                  | £617  | £900.32                               | Leaflet outlining the rules and regulations about parking outside schools  | Distributed to schools running school gate parking initiatives  |
|  |  | Radio campaign             | 6 bursts of 2 weeks (20 x 20sec ads) | £982.92 x 6 = £5897.52 + relicense fee £300 | Airtime £4447.51<br>Relicence £225    | Airtime for 2 weeks after every holiday targeting mornings and afternoon drop off/pick up times telling parents not to park on zig-zags              | Adverts only play for 2 weeks following each school holiday - at school opening/leaving times   |
| RSGB Conference                                | The conference updates officers on current practice, research and innovation   |                            | 5 places - one per authority         |   | £1,375                                | 2019 topics include:<br>Sustainable transport & road safety, public health & air quality, driving for work, cyclists & m/c's, transition and funding | One Bradford Officer attending - new information learned will be shared with WYSRDG and inform content and direction of projects where applicable   |
|  |  |                            | <b>Total costs</b>                   | <b>Planned</b>                              | <b>Actual</b>                         |  |   |
|  |  |                            |                                      | £112,990.12                                 | £98,034.00                            |  |   |

## Highlight Report West Yorkshire Camera Partnership May 2019

### WY Safer Roads Delivery Group

The Delivery Group comprises of representatives from the five district road safety teams and includes Bradford Design and Marketing team, WY Police and WY Fire and Rescue Service. Formal funding allows the group to deliver co-ordinated education and publicity campaigns based on regional priorities which are data led.

The budget for 2018 – 19 was £112,990 which was allocated as follows:

#### Publicity £32,700

Radio campaigns are utilised as an effective way to promote key messages. Data led schedules feature messages on road safety themes which include the fatal four offences; excessive speed, drug and drink driving, failure to wear seatbelts and the use of mobile phones and texting whilst driving. Messages also address the safety of vulnerable road users including children, pedestrians, cyclists and motorcyclists. All messaging is drawn up in line with the DfT Think campaign calendar and the National Roads Partnership campaign calendar and aired in line with national and local campaigns and events. The following campaigns were aired in 2018 – 19:

- **Radio Heart WOW Package** - The group once again drew up an agreement with Heart Radio for a 'WOW' package which ran from June 2018 to March 2019. This featured two (paid for) road safety messages every month, each message receiving two weeks air time over the course of that month during Drive Time, with bonus messages (free) throughout the day.
- **Thermal campaign** - Airing in the morning from January – March 2019 this campaign aimed to reach drivers before they left the house and highlighted the importance of being prepared for winter driving.
- **School Parking Radio Campaign** - This campaign addresses school gate parking issues and runs for two weeks after every half term holiday until June 2019.

#### Theatre in Education £26,000

Theatre in Education is used to target Year 7 and 8 pupils in secondary schools. The statistics continue to highlight this age group as being particularly vulnerable, with 'failure to look properly' a major contributory factor. Schools in the highest casualty areas are targeted. Consultation with the Kirklees Road Safety Champions highlighted this means of education as one of the most effective ways to deliver road safety messages to target this age group.

The aim of the performance is to create a positive influence on student attitude and behaviour, in relation to their safety as pedestrians, by increasing awareness and understanding of the issues faced and providing coping strategies to deal with them. The core messages are around; failure to look properly, distractions, the use of mobile phones and mp3 players, peer pressure and risk taking and consequences.

The production between Oct – Dec 2018 will have reached over 15,700 pupils in West Yorkshire on the completion of the tour. With some authorities buying additional performances this number will be higher.

## **Transition Resources**

A transition leaflet is produced by the group for parents of Year 6 pupils and is distributed prior to the summer holidays. 'Moving on to Secondary School' provides information on planning safe walking routes, using public transport, travelling by car and cycling. Pupils also receive a booklet covering route planning and getting to school safely.

**Ghost Street Bus Advertising £10,000: Headliner adverts on top decks of buses across West Yorkshire to support the Theatre in Education.**

**DAX £10,000: Digital Audio Xchange: Targets young people with a road safety message as they Stream music.**

**Virtual Reality (VR) Equipment £5,000: Virtual Reality goggles with a hard hitting video. Aimed at young drivers.**

**Older Pedestrians £10,000: Shopping bags with road safety information inside: Distributed by Adult Social Care and Fire and Rescue.**

## **Road Safety Publicity**

### **Radio Heart WOW Package June 2018 – March 2019**

Jun: Seat belts/Shared responsibility – Look out for each other  
Jul: Drink Drive/Cyclist Safety/Shared responsibility – Look for each other  
Aug: Cyclist safety/Summer holidays child safety  
Sept: Mobiles/ Older people safety/ Shared responsibility – Look for each other  
Oct: Older people safety/Be Bright Be Seen/ Shared responsibility – Look for each other  
Nov: Drink Drive/ Shared responsibility – Look for each other  
Dec: Drink Drive/ Shared responsibility – Look for each other  
Jan: Mobiles/ Shared responsibility – Look for each other  
Feb: Seatbelts/Mobiles/ Shared responsibility – Look for each other  
Mar: Seatbelts/Mobiles/ Shared responsibility – Look for each other

**Thermal Campaign** – Winter Driving messages 2019

**School Gate parking radio messages** – 2 weeks following each half term October 2018 – June 2019

**Tweets** – On going with various messages tied into the DfT Think campaign calendar and the National Roads Partnership campaign calendar and with national and local campaigns and events.

**THEATRE IN EDUCATION 2018**

**B – Bradford      C – Calderdale      K – Kirklees      L – Leeds      W - Wakefield**

| <b>Date</b> | <b>School (AM)</b>                          | <b>School (PM)</b>                  |
|-------------|---|-------------------------------------|
| 22.10.18    | Kirkburton Middle School (K)                | Corpus Christi Catholic College (L) |
| 23.10.18    | St Wilfrid's Catholic High (W)              | Scissett Middle School (K)          |
| 24.10.18    | Castleford Academy (W)                      | Almondbury Community School (K)     |
| 25.10.18    | St John Fisher Catholic Academy (K)         | Brighouse High School (C)           |
| 26.10.18    | Netherhall High School (K)                  | Honley High (K)                     |
| 29.10.18    | Titus Salt (B)                              | Feversham College (B)               |
| 30.10.18    | Beckfoot Upper Heaton (B)                   | Hanson Academy (B)                  |
| 31.10.18    | Buttershaw Business & Enterprise Acad'y (B) | Beckfoot Thornton (B)               |
| 1.11.18     | Grange Technology College (B)               | Appleton Academy (B)                |
| 2.11.18     | Bradford Girls Grammar (B)                  | Tong Leadership Academy (B)         |
| 5.11.18     | Laisterdyke Leadership College (B)          | Holmfirth High School (K)           |
| 6.11.18     | Trinity Academy (C)                         | Park Lane Academy (C)               |
| 7.11.18     | Outwood Grange Academy (W)                  | Heckmondwike Grammar School (K)     |
| 8.11.18     | North Huddersfield Trust School (K)         | The Crossley Heath School (C)       |
| 9.11.18     | Crofton Academy (W)                         | Batley Girls High (K)               |
| 12.11.18    | Minsthorpe Community College (W)            | Roundhay School (L)                 |
| 13.11.18    | Carlton Bolling College (B)                 | Batley Grammar School (K)           |
| 14.11.18    | Rishworth School (C)                        | Horbury Academy (W)                 |
| 15.11.18    | Newsome High School & Sports College(K)     | Colne Valley High School (K)        |
| 16.11.18    | Queensbury School (B)                       | King James School (K)               |
| 19.11.18    | Crawshaw Academy (L)                        | Immanuel College (B)                |
| 20.11.18    | BBG Academy (K)                             | Leeds West Academy (L)              |
| 21.11.18    | Trinity Academy Halifax (C)                 | Royds Hall High School (K)          |
| 22.11.18    | All Saints Catholic High School (K)         | University Academy Keighley (B)     |
| 23.11.18    | Airedale Academy (W)                        | Cockburn School (L)                 |
| 26.11.18    | Leeds City Academy (L)                      | Leeds East Academy (L)              |
| 27.11.18    | The Brooksbank School (C)                   | Farnley Academy (L)                 |
| 28.11.18    | Ryburn Valley High School (C)               | Thornhill Community Academy         |
| 29.11.18    | Kettlethorpe High School (W)                | Ruth Gorse Academy (L)              |
| 30.11.18    | The King's School (W)                       | Dixons Kings Academy (B)            |
| 3.12.18     | Westborough High School (K)                 | Beckfoot School (B)                 |
| 4.12.18     | Calder High School (C)                      | Salendine Nook High School (K)      |
| 5.12.18     | Cathedral Academy (W)                       | Bradford Academy (B)                |
| 6.12.18     | Pudsey Grangefield School (L)               | Bradford Forster Academy (B)        |
| 7.12.18     | Whitcliffe Mount School (K)                 | Upper Batley High (K)               |
| 10.12.18    | Bingley Grammar School (B)                  | Manor Croft Academy (K)             |
| 11.12.18    | The Holy Family Catholic School (B)         | Castle Hall Academy (K)             |
| 12.12.18    | Huddersfield Grammar School (K)             |                                     |



## **Report of the Chair of the Regeneration and Environment Overview and Scrutiny Committee to the meeting to be held on Monday 20 January 2020**

**BK**

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### **Subject:**

**Regeneration and Environment Overview and Scrutiny Committee Work Programme 2019-20**

### **Summary statement:**

This report presents the Committee's Work Programme 2019-20

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Cllr Rizwana Jamil  
Chair – Regeneration and  
Environment O&S Committee

**Portfolio:**  
**Regeneration, Planning & Transport**  
**Education, Employment and Skills**  
**Healthy People and Places**

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## **1. SUMMARY**

1.1 This report presents the Committee's Work Programme 2019-20.

## **2. BACKGROUND**

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

2.2 Appendix 1 of this report presents the Work Programme for 2019-20.

## **3. OTHER CONSIDERATIONS**

3.1 The Regeneration and Environment Overview and Scrutiny Committee has the responsibility for "the strategies, plans, policies, functions and services directly relevant to the corporate priorities about creating a more prosperous district and about improving waste management, neighbourhood services and the environment" (Council Constitution, Part 2, 6.5.1 and 6.6.1).

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

3.3 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.

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

## **4. FINANCIAL AND RESOURCE APPRAISAL**

None

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

None

## **6. LEGAL APPRAISAL**

None

**7. OTHER IMPLICATIONS**

**7.1 EQUALITY & DIVERSITY**

None

**7.2 SUSTAINABILITY IMPLICATIONS**

None

**7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

**7.4 COMMUNITY SAFETY IMPLICATIONS**

None

**7.5 HUMAN RIGHTS ACT**

None

**7.6 TRADE UNION**

None

**7.7 IMPLICATIONS FOR CORPORATE PARENTING**

None

**7.8 ISSUES ARISING FROM PRIVACY ASSESSMENT**

None

**8. NOT FOR PUBLICATION DOCUMENTS**

None

**9. RECOMMENDATIONS**

9.1 That the Work programme 2019-20 continues to be regularly reviewed during the year.

**10. APPENDICES**

10.1 Appendix 1 – Regeneration & Environment Overview and Scrutiny Committee Work Programme 2019-20

**11. BACKGROUND DOCUMENTS**

Bradford Council Constitution.

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# Democratic Services - Overview and Scrutiny

## Regeneration and Environment O&S Committee

Scrutiny Lead: Licia Woodhead tel - 42 2119

### Work Programme 2019/20

#### Description

#### Report

#### Agenda

##### **Wednesday, 12th February 2020 at City Hall, Bradford.**

Chair's briefing 27/01/2020. Report deadline 30/01/2020.

- 1) Draft Climate Strategy for the District 2020-2050
- 2) Draft Municipal Waste and Minimisation Strategy for the District
- 3) City Centre Regeneration
- 4) City Markets
- 5) Regeneration and Environment O&S Committee Work Programme

The Committee will receive a report on the Council's Climate Strategy. The Committee will receive the draft Waste Minimisation Strategy for their consideration.

The Committee will receive a report on City Centre regeneration.

The Committee will receive a report as part of their Involvement in the consultation process on the proposals relating to the development of the new City Centre Markets.

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

Neill Morrison  
Steve Hartley

Steve Hartley/Shelagh O'Neill  
Colin Wolstenholme

Licia Woodhead

##### **Wednesday, 4th March 2020 at City Hall, Bradford.**

Chair's briefing 17/02/2020. Report deadline 20/02/2020.

- 1) Bradford Beck Pilot Study
- 2) 12 Month update on the Biodiversity Scrutiny Review
- 3) Active Bradford
- 4) Economic Growth Strategy Delivery Plan
- 5) Single Use Plastics Scrutiny Review - Progress against Scrutiny Review recommendations

To focus on the work being undertaken and progress against the joint studies and proposals for the Canal Road Area.

The Committee will receive a report detailing the outcomes of the Government's Biodiversity Net Gain Consultation process.

The Committee will receive a report on the work undertaken and outcomes of the Local Delivery Pilot.

The Committee will receive a report on the Economic Growth Strategy Delivery Plan.

The Committee will receive a report monitoring progress against the recommendations in the review.

Barney Lerner/Julian Jackson/Andrew Marshall/Derek Jones  
Danny Jackson

Zuby Hamard

Shelagh O'Neill

Joanne Hyde/Steve

##### **Wednesday, 8th April 2020 at City Hall, Bradford.**

Chair's briefing 23/03/2020. Report deadline 26/03/2020.

- 1) Squire Lane Development

The Committee will receive a report on the progress of development of the Squire Lane sports facility.

Andy Ross

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia Woodhead tel - 42 2119

## Work Programme 2019/20

### Description

### Report

### Agenda

**Wednesday, 8th April 2020 at City Hall, Bradford.**

Chair's briefing 23/03/2020. Report deadline 26/03/2020.

2) Update on the work of the Housing Standards team

The Committee will receive a report providing an update on the proactive work being undertaken by the Housing Standards Team, and also the impact of legislative changes that have been implemented over the past 12 months.

Julie Rhodes

3) Cultural Strategy 2020-2030

The Committee will receive an update report on the Cultural Strategy including details of the City of Culture bid.

Steve Hartley / Phil Barker

4) Empty Homes Update

The Committee will receive an Empty Homes update with a focus on work being undertaken in areas where there is a high number of empty properties.

Julie Rhodes/Dave North

That representatives from the Incommunities Group attend to provide information on the work being undertaken by the group to reduce the number of empty properties in its ownership. The report should also include details of the impact of Council Tax Premiums in reducing the number of empty properties across the Bradford District.

5) Energy efficiency in the Private rented sector in the Bradford District.

The Committee will receive a report regarding energy efficiency in the private rented sector.

Ben Middleton/Neill Morrison

6) Crematoria Update

The Committee will receive an update report on the Council's crematoria.

Phil Barker / John Scholefield