

Agenda for a meeting of the Executive to be held on Tuesday, 24 March 2020 at 10.30 am in Council Chamber

Members of the Executive – Councillors

LABOUR
Hinchcliffe (Chair)
I Khan
Ross-Shaw
Ferriby
Jabar
Farley

Notes:

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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar

City Solicitor

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To:

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

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

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

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

Notes:

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

2. MINUTES

Recommended –

That the minutes of the meetings held on 2 and 7 January and 4 February 2020 be signed as a correct record (previously circulated).

(Jill Bell - 01274 434580)

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

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

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

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

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

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

(Jill Bell - 01274 434580)

4. RECOMMENDATIONS TO THE EXECUTIVE

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

(Jill Bell / Yusuf Patel - 01274 434580 434579)

B. STRATEGIC ITEMS

<p>EDUCATION, EMPLOYMENT AND SKILLS PORTFOLIO & DEPUTY LEADER</p>
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(Councillor I Khan)

5. BRADFORD DISTRICT CAREERS AND TECHNICAL EDUCATION PARTNERSHIP INDUSTRIAL CENTRES OF EXCELLENCE AND BRADFORD PATHWAYS

1 - 26

The report of the Strategic Director Children's Services (**Document "BE"**) provides an update of the Industrial Centres of Excellence and Bradford Pathways including details of achievements and future plans.

The report highlights the progress of the Districts Careers and Technical Education approach particularly in respect of the Industrial Centres of Excellence (ICE). It also includes the considerations that have shaped the development of the Plan and the next steps, subject to approval of the Plan by the Executive.

Recommended -

- (1) That the content of Document “BE” be noted, that the continued success of the Careers and Technical Education approach for young people across the district be welcomed, and that members promote it with their networks.**
- (2) That the Careers and Technical Education (CTE) plan (Appendix 1 to Document “BE”) be approved and the CTE partnership core team as the single point of contact for schools and employers to engage with Careers and Technical Education Provision be supported.**

Children’s Services Overview & Scrutiny Committee

(Jenny Cryer – 01274 432438)

LEADER OF COUNCIL & CORPORATE

(Councillor Hinchcliffe)

6. CLIMATE EMERGENCY UPDATE: SUSTAINABLE DEVELOPMENT ACTION PLAN 2020-21

27 - 66

The report of the Strategic Director Corporate Resources (**Document “BF”**) sets out proposals to adopt a Sustainable Development Action Plan in order to respond to the challenges and opportunities for sustainable, clean and inclusive economic growth, a fairer society and a healthier environment presented by the Climate Emergency. It follows the Climate Emergency declaration at Full Council and the Council’s decision to join the Leeds City Region Climate Coalition. The Sustainable Development Action Plan sets out clear direction and guiding principles for the Council and District building on existing activity and stated commitments. The plan reviews current activity and proposes actions for 2020-21 for business, public sector partners, communities, citizens and investors to take forward positive action at pace and scale. Those actions include delivering progress on emissions reductions, improving communications and community engagement and the developing of a comprehensive evidence base and performance framework. The plan includes establishing a new Sustainable Development Partnership for the Bradford District.

Recommended -

- (1) The Sustainable Development Action Plan (2020-2022) including its guiding principles is approved and endorsed and the Strategic Director, Corporate Resources instructed to implement its proposed actions.**

- (2) The establishment of a Sustainable Development Partnership for the District and terms of reference as set out at Appendix B to Document “BF” is approved.**
- (3) That the Director of Finance and Strategic Director of Corporate Services are instructed to identify appropriate resources to meet the costs associated with the communication, co-ordination and delivery of the Climate Action Plan in 2020-21, with a view to funding being built into the Council’s base budget requirement from April 2021.**
- (4) That partners, businesses, not-for-profit and community organisations, residents and visitors be thanked for their efforts to date and encouraged to work with the Council to accelerate practical action.**
- (5) That public communication and engagement are undertaken, in line with the 2040 Vision, to seek views, advice and contributions to the next version of the action plan and our shared efforts in sustainability and that partners working on UN Child Friendly status and City of Culture 2025 are requested to ensure that their engagement activity connects to climate action and environmental stewardship.**
- (6) That effective environmental management and performance be developed including rapid and significant reduction in harmful greenhouse gas emissions.**
- (7) A dedicated report on the key developments in UK environmental legislation and environmental protection be brought to the Executive in autumn 2020.**
- (8) That as a matter of urgency support, training and guidance is provided to elected members, officers, suppliers, contractors and partners and citizens on taking forward sustainable development and climate action 2020-2025.**
- (9) That an annual progress report be brought to the Executive.**

Regeneration and Environment Overview & Scrutiny Committee

(David Walmsley – 01274 432131)

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

On the 11th March 2020, the Chancellor announced a “minded to” Mayoral Devolution Deal for the West Yorkshire area (which covers the Local Authority areas of Leeds, Wakefield, Kirklees, Calderdale and Bradford).

This devolution deal unlocks revenue and capital funding worth £1.8 billion over the next 30 years. It follows similar deals in metropolitan areas including Greater Manchester and the West Midlands and will be the largest per person deal to date. The deal includes commitments on transport, business support, skills, innovation and tackling climate emergency.

Specific commitments for Bradford District include:

- An additional £500,000 in direct funding to help Bradford Council develop a masterplan for Bradford city centre, maximising regeneration opportunities from Northern Powerhouse Rail.
- A package of measures to transform Bradford City Centre through pedestrianisation, new cycle infrastructure and better access to Bradford Interchange
- A new park-and-ride for South Bradford providing alternative access to the city centre and key employment sites
- Support for an ActEarly research hub (building on the Born in Bradford work at Bradford Royal Infirmary) which focuses on early interventions in childhood health to improve lives and opportunities for children and their families.

The proposed deal from the Government requires a number of governance changes . It is required that there will be a directly elected Mayor for West Yorkshire to be elected by May 2021. It will also unlock a number of central Government powers and funding to allow more local and accountable decision making. There are now a number of governance steps to take to ensure we can take advantage of this deal. The report of the Chief Executive (**Document “BG”**) outlines the next steps of this process

This report seeks members endorsement to the “minded to” Deal. It also seeks authority for a statutory Review to be undertaken jointly by Constituent Councils and the Combined Authority, and for a further report to be prepared in due course to include a draft Scheme for consideration (subject to the outcome of the Review).

Recommended -

- (1) To note and endorse the Deal agreed and attached as Appendix 1 to Document “BG”.**
- (2) To agree that City of Bradford Metropolitan District Council should be party, together with the four other Constituent Councils of Calderdale, Kirklees, Leeds and Wakefield and with the Combined Authority to a review of the Combined Authority’s constitutional arrangements and of the functions carried out by the Combined Authority over the Combined Authority’s area, as set out in paragraph 2 of this report and pursuant to S111 of the Local Democracy, Economic Development and Construction Act 2009.**
- (3) To authorise the Chief Executive, in consultation with the Chief Executive of the other Constituent Councils and the Managing Director of the Combined Authority, to carry out the Review on behalf of each Constituent Council and the Combined Authority.**
- (4) To authorise the Chief Executive, in consultation with the Chief Executive of the other Constituent Councils and the Managing Director of the Combined Authority to prepare a draft Scheme for consideration by the Constituent Councils and the Combined Authority, subject to the outcome of the Review.**
- (5) To note the provisional timetable set out in Appendix 4 to this report and the next steps including, if appropriate, the submission of a summary of the consultation to the Secretary of State by the end of July 2020, so that a mayoral combined authority model and associated changes may be adopted and implemented by May 2021, as set out in the Deal.**
- (6) To resolve that this decision is exempt from call-in on the grounds of urgency, for the reasons set out in paragraph 6.1 of this report.**
- (7) To authorise the Chief Executive in consultation with the Leader to take any necessary steps/decisions in the exceptional circumstances where there is disruption/cancellation of decision making Executive/Council meetings up until but not including the decision to give required consent to an Order (step 5 of para 3.4.4 to Document “BG”).**

8. **QTR. 4 FINANCE POSITION STATEMENT FOR 2019-20**

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The Director of Finance will submit a report (**Document “BH”**) which provides Members with an overview of the forecast financial position of the Council for 2019-20.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council’s current reserves and forecasts school balances for the year.

Recommended –

That the Executive

- (1) Note the contents of Document “BH” and the actions taken to manage the issues highlighted in the report.**
- (2) Approve the following capital expenditure schemes as set out at paragraph 11.8 of this report.**
 - £0.433m to extend the fitness facilities at Bowling Pool. This will be funded by the additional income generated through increased membership.**

Corporate Overview and Scrutiny Committee

(Andrew Cross - 01274 436823)

9. **THE COUNCIL'S CAPITAL & INVESTMENT STRATEGY 2020-21**

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The Director of Finance will submit a report (**Document “BI”**) which proposes the Council’s revised Capital & Investment Strategy 2020-21 for approval by the Executive.

Recommended –

That the Executive requests Council to approve the revised Capital and Investment Strategy 2020-21 with the attached Appendices and Tables contained in Document “BI”.

Corporate Overview and Scrutiny Committee

(Chris Chapman – 01274 433656)

C. PORTFOLIO ITEMS

REGENERATION, PLANNING & TRANSPORT PORTFOLIO

(Councillor Ross-Shaw)

10. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during the discussion of Not for Publication Appendix C to 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 and legal implications of any decision.

(Jill Bell – 01274 434580)

11. ARRANGEMENTS FOR THE ESTABLISHMENT OF A WEST YORKSHIRE URBAN TRAFFIC MANAGEMENT CONTROL (WEST YORKSHIRE UTMC) SERVICE 199 - 214

The proposals around the development of a joint West Yorkshire UTMC service (WY-UTMC) were previously presented to the Executive on 11 September 2018. The Executive endorsed the proposal that work should begin to develop the establishment of a joint service, hosted by Leeds City Council, and that fuller information regarding this should be presented to the Executive at a future meeting.

The purpose of the report of the Strategic Director Place (**Document “BJ” that contains Not for Publication Appendix C**) is to inform the Executive on progress made regarding the establishment of the joint service and to seek a formal decision regarding the arrangements and obligations of such a service on the Council.

Recommended -

- (1) That Bradford’s support for the formation of a Joint West Yorkshire UTMC Service be confirmed.**

- (2) That subject to Leeds Council's confirmation, it be agreed that Leeds City Council hosts the West Yorkshire UTMC Service (which in the first instance will be based at the Joint Services building in Morley).
- (3) That the pro-rata allocation of £379,323 revenue funding from the 2020/21 UTMC budgets for the purposes of the first year's revenue budget allocation to the joint service be approved.
- (4) That authority be delegated to the Strategic Director of Place, in consultation with the Portfolio Holder to progress all outstanding matters in order to implement the Joint West Yorkshire UTMC Service.
- (5) That the approval of the setting of annual budget for the WYUTMC service be delegated to the Assistant Director - Planning, Transportation & Highways in conjunction with the Director of Finance / Section 151 Officer as the Council's representative on the Chief Highway Officers board in line with the provisions of Schedule 11 of the Partnership Agreement.

Regeneration and Environment Overview & Scrutiny Committee

(Richard Gelder – 01274 437603)

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

12. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded from the meeting during the discussion of Not for Publication Appendices A and B to Document "BK" 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 and legal implications of any decision.

(Jill Bell – 01274 434580)

13. **BRADFORD SHIPLEY ROUTE IMPROVEMENT SCHEME WEST
YORKSHIRE PLUS TRANSPORT FUND PROJECT**

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Bradford Council in partnership with the West Yorkshire Combined Authority is planning to improve the Bradford to Shipley Corridor. The report of the Strategic Director Place (**Document “BK” that includes Not For Publication Appendices A and B**) will:

- 1) Update the Executive on the outcome of preliminary enquiries with some landowners and affected parties, along with recommendations on whether it may be necessary to rely on the use of compulsory purchase powers to support the scheme.
- 2) Seek approval in principle, to the use of relevant Orders required for the acquisition of land and any rights needed.

Recommended -

- (1) **That the Executive approve the following recommendations:**
- (2) **That the Executive is satisfied that at this stage there is little or no prospect of the land and rights being acquired through voluntary means, that the proposed Bradford to Shipley Route Improvement Scheme is in the public interest and that any harm caused by the use of compulsory purchase powers to acquire and interfere with third party land and rights needed for the scheme is outweighed by the public benefits which the improvement scheme will generate, having also taken into account at this stage, the Council’s statutory obligations under the Equality Act 2010 in relation to the differential impact a Compulsory Purchase Order might have on various groups of persons with protected different characteristics;**
- (3) **That in principle, the following Orders be made -**
 - a) **The City of Bradford Metropolitan District Council (Bradford to Shipley Route Corridor) (Improvement Scheme) Compulsory Purchase Order 2020, pursuant to Sections 239, 240, 246, 250 and 260 of the Highways Act 1980; and Section 40 of the Road Traffic Regulation Act 1984 and Section 2 of the Acquisition of Land Act 1981 for the purpose of relieving or preventing congestion of traffic by providing off-street parking places together with means of entrance to and egress from them and Section 1 of the Localism Act 2011 and all other relevant and enabling powers to secure the**

compulsory acquisition of the land and rights needed to promote the scheme within the land shown edged red on the plan annexed hereto and displayed at the Executive and marked (Not for publication Appendix A) and as the case may be, the additional land shown edged red on the plan annexed hereto and displayed at the Executive and marked (Not for publication Appendix B).

- b) The City of Bradford Metropolitan District Council (Bradford to Shipley Route Corridor) (Improvement Scheme) (Side Roads) Order 2020, pursuant to Sections 14 and 125 of the Highways Act 1980.**
- (4) That the Strategic Director: Place in consultation with the Portfolio Holder for Regeneration, Planning and Transport be granted delegated authority to:**
- a) Determine whether and the extent to which a CPO and Side Roads Order need to be made and submitted to the Secretary of State for Transport for confirmation, subject to being satisfied that there is sufficient justification to support the making of a CPO and Side Roads Order and that there is evidence that due diligence and governance has been correctly followed and observed in complying with all relevant statutory procedures, including but not limited to the Council's statutory duties and obligations under human rights and public sector equality legislation;**
 - b) vary and determine the exact statutory powers to make the CPO and Side Roads Order and if necessary, to make minor or technical amendments to each of the Orders to determine and settle the extent of the land needed to be included in the CPO and the extent of any associated highway alterations in the Side Roads Order, including varying and finalising the exact CPO boundary and highway alterations to be placed in the Side Roads Order;**
 - c) modify and settle the draft "Statement of Reasons" to justify the use of compulsory purchase powers, the CPO Map and CPO Schedule and all other legal documentation necessary to support and accompany the CPO and Side Roads Order to the Secretary of State for Transport for confirmation;**
 - d) authorise if necessary, an application to be made to the Secretary of State for Housing, Communities and Local Government pursuant to Section 19: Acquisition of Land Act 1981 to obtain approval to**

include in the CPO any additional land needed to be acquired to replace land currently used for open space recreation, allotment land and any disused burial sites and any other special kinds of land where such statutory approval is needed to replace such land being lost as a result of the scheme;

- e) approve agreements with landowners setting out the terms for withdrawal of any objections to the CPO, including where appropriate, seeking exclusion of land from the CPO and highway alterations from the Side Roads Order;**
- f) confirm the CPO if satisfied that it is appropriate to do so, in the event that the Secretary of State for Transport notifies the Council that the Council has been given the power to confirm the CPO;**
- g) promote any modifications to the CPO and Side Roads Order, if felt expedient to do so;**
- h) take all and any necessary action, as the case may be to continue or open negotiations with persons for the acquisition of land and rights needed to facilitate the scheme and any other interests included in the CPO and any other land and rights needed for the scheme and to authorise acquisitions by agreement where the use of compulsory purchase powers is in contemplation and to approve the purchase price, advance payments and all other compensation payments;**
- i) take all necessary steps in relation to any statutory blight proceedings instituted against the Council for the acquisition of land claimed to be blighted by the threat or presence of the CPO;**
- j) take all necessary action, should the quantum of compensation flowing from the threat or use of compulsory purchase powers be in dispute and be referred to the Upper Tribunal (Lands Chamber) or other form of arbitration;**
- k) to take and do all things necessary or incidental to the implementation of the above resolutions; and**

- I) **that all land acquired for the scheme be held for highway purposes.**

Regeneration and Environment Overview & Scrutiny Committee

(Richard Gelder – 01274 437603)

HEALTHY PEOPLE AND PLACES PORTFOLIO

(Councillor Ferriby)

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

14. THE FUTURE OF BRADFORD DISTRICT LIBRARY SERVICE

231 -
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The report of the Strategic Director Place (**Document “BL”**) seeks approval to adopt a new strategic direction for the library service including a new “vision” and “library service model” following a period of formal public consultation on the proposals as detailed in the report.

Recommended -

- (1) That the Council adopts the vision and library model for 2020-25 and delegates to the Strategic Director of Place to implement the delivery and development of the model for the future.**
- (2) That delegated authority be given to the Strategic Director Place to arrange for further consultation to be undertaken as required as proposals affecting individual libraries are developed.**

Regeneration and Environment Overview & Scrutiny Committee

(Phil Barker – 01274 432616)

EDUCATION, EMPLOYMENT AND SKILLS

(Councillor I Khan)

The following item is included on this agenda as an exceptions to the Forward Plan in accordance with the provisions of Paragraph 10 (General Exception to the Forward Plan) of Part 3D of the Constitution.

15. **OUTCOME FROM THE OFSTED MONITORING VISIT - 25TH AND 26TH FEBRUARY 2020** 277 - 288

The service was subject to the fourth monitoring visit which took place on the 25th and 26th of February 2020. During this visit, Inspectors reviewed the progress made in achieving permanence for Children in Care. Inspectors also considered whether performance management information and quality assurance activity provides managers and leaders with an accurate view of social work practice and children's experiences.

The letter following the monitoring visit will be published by Ofsted on the 19th of March 2020, until such a time there is an embargo in place.

The report of the Strategic Director of Children's Services (**Document "BM"**) includes a brief summary of findings based upon verbal feedback.

Recommended –

The Executive is asked to note the contents of Document "BM".

(Mark Douglas – 01274 431266)

16. **MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY** 289 - 298

To receive the minutes of the meeting of the West Yorkshire Combined Authority held on 9 January 2020, attached.

17. **THE COUNCIL'S ON-GOING EMERGENCY RESPONSE TO COVID 19** 299 - 314

The Chief Executive will submit a report which provides a summary of the Council's approach to COVID 19. The on-going situation around COVID 19 is evolving rapidly. A verbal update will be provided at the Executive meeting.

Recommended –

- (1) That Executive note the content of this report and the significant action that the Council, its partners and our communities and volunteers are taking in order to combat COVID-19, keep our most vulnerable residents safe and well, make sure everyone gets the support they need and help our businesses and workforce to remain resilient.**

- (2) That the Executive puts on record its thanks and appreciation to Council staff for their on-going efforts to address the emergency and urges all staff to take the appropriate measures to stay safe and well and to minimise the spread of the virus.**

(Kersten England)



Report of the Strategic Director Children's Services to the meeting of the Executive to be held on 24th March 2020

BE

Subject:

Bradford District Careers and Technical Education Partnership
Industrial Centres of Excellence and Bradford Pathways

Summary statement:

This item is an update of the Industrial Centres of Excellence and Bradford Pathways including details of achievements and future plans.

Mark Douglas
Strategic Director Children's Services

Portfolio:
Education Employment and Skills

Report Contact: Jenny Cryer
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Overview & Scrutiny Area:
Children's Services

1. SUMMARY

- 1.1 This item is to highlight the progress of the Districts Careers and Technical Education approach particularly in respect of the Industrial Centres of Excellence (ICE).
- 1.2 The paper includes the considerations that have shaped the development of the Plan and the next steps, subject to approval of the Plan by the Executive.

2. BACKGROUND

- 2.1 Building on the achievements of the Industrial Centres of Excellence and Bradford Pathways, the Careers and Technical Education plan sets out specific key targets from the Workforce Development Plan, “People, Skills, Prosperity”.
- 2.2 The approach to Careers and Technical Education (CTE) intends to make a key contribution to delivering the goals of the Workforce Development Plan by supporting our young people to acquire the skills and experiences that will make them competitive in the Labour Market.
- 2.3 We have already had considerable success, most notably through the ICE programme, in delivering this approach. The ICE District Board’s ambition is that we work with all young people across Bradford and the CTE Plan sets out how we will work to achieve that goal.
- 2.4 The five year Plan for CTE has been developed in consultation with schools, the three local FE Colleges, the University and a range of employers from across the District, under the governance of the ICE District Board. This collaborative approach will drive the delivery of the Plan, but also has been pivotal in delivering a strong track record of success.
- 2.5 There are 5 key themes across the Careers and Technical Education Plan (Appendix 1 – separate document) Each theme requires collaborative partnership working to effect system change that in turn ensures our children and young people gain the education, experience, training and networks required for economic success:
 - Secure and develop talent, building and aligning skills
 - Strengthen, secure and expand access to quality CTE provision
 - Deliver economic vitality and sustainability
 - To lead careers innovation for our schools, partners and businesses
 - Future scope for today and tomorrow’s young people

3. IMPACT

- 3.1 At its heart, an ICE is a forum for employers and educators to ensure young people leave education with skills that reflect employer demand. Eighteen out of 34 secondary schools are now engaged in one or more of the sector specific ICEs, and to date more than 300 businesses have been involved in the programme.

Six of the planned nine ICE are now operational, working across the following sectors (see appendix 2 - overview):

- **Built Environment;**
- **Business;**
- **Advanced Manufacturing in Engineering;**
- **Computing Science and Environmental Technologies;**
- **Health and Social Care; and**
- **Creative Industries.**

- 3.2 The reach of the programme is impressive. Last academic year 3,270 young people were on sector based learning programmes and over 15,000 young people engaged in careers and technical education interventions through the ICE partnership.
- 3.3 Ofsted’s new framework put the quality of careers education at the top of every school’s agenda. Real collaboration between employers and educators has made it easier to support schools to meet Ofsted expectations. In following a sector programme, learners are ready for the next stage of education, employment and training. Where relevant, they gain qualifications that enable them to move to destinations that meet their interests, aspirations and the intention of their course of study.
- 3.4 The programme also has a clear impact on young people’s outcomes. Appendix 3 sets out impact by each of the six ICEs in more detail). At the launch of the Workforce Development Plan, Jane Girt the Head of School at Carlton Bolling outlined the value ICE has added. Across three different sector subject areas the Progress 8 score was as follows (for context +0.5 would be considered ‘outstanding’):

Subject	Progress 8 score	Number of students
Built Environment	+2.21	83
Business	+1.70	81
Health and Social Care	+1.14	67

Across the whole school, Carlton Bolling had a NEET figure of just 0.1% for Year 11 leavers in 2019, and across the wider programme each of the ICE schools has a NEET rate that is better than the District average.

- 3.5 It is also worth noting the importance of ICE in respect of the Gatsby benchmarks, which form part of the statutory duty for schools around careers, the Ofsted Inspection Framework and statutory careers guidance. There are eight benchmarks of best practice, each of which can be readily attained through delivery of ICE activity. ICE was therefore a key contributing factor in Carlton Bolling becoming the first school in the District to attain a Gatsby score of 100%.
- 3.6 The ICE approach has been strongly endorsed by businesses. At the Workforce Development Plan launch, Will Richardson Senior Partner at PWC referenced

research cited in the development of the Gatsby benchmarks that, “young people who have four or more encounters with employers when they are in school are 86% more likely to progress into employment, education or training later in life”. ICE delivers these interactions and as such both promotes social mobility and actively creates a job-ready talent pipeline for employers.

4. BRADFORD PATHWAYS

- 4.1. Careers and Technical Education in the primary phase is vital to raise careers aspirations at an early stage both for our young children and also for their families. This is delivered locally as Bradford Pathways and over 80 primary schools have been supported through this approach, which has focussed on CPD to improve careers events and provision in Key Stages 1 and 2.
- 4.2. In particular Bradford Pathways partnered with Primary Futures to secure funding for the Primary Careers Project from Opportunity Area Bradford. The project works with primary schools in the 10% most deprived wards in Bradford. Schools can draw down up to £2,000 to help develop careers related learning and embed in curriculum, in addition to ten hours of free consultancy.
- 4.3. In January 2020 our Primary Lead continues to engage with Primary schools, and over 90+ schools have received CPD on how to include and improve the provision of CTE for key stage 1 and 2.

5. REVIEW OF THE PROGRAMME

- 5.1 The programme has provided proof of concept and marked the occasion with its first ICE awards celebration in July 2019, presenting 45 students with outstanding student’s awards for categories within sector pathways. In addition recognising the impact our businesses have made.

6. NEXT STEPS

- 6.1 Improved systematic partnership working and developed processes.

7. FINANCIAL & RESOURCE APPRAISAL

- 7.1 The CTE Partnership Team is funded by the local authority plus a number of different partners including the University of Bradford, colleges, health partners, Better Start Bradford, Arnold Lavers, Opportunity Area, Local Education Partnership and European funding. The partnership team currently receives a total funding of £341k per annum.
- 7.2 Sustainability of funding is a core feature of the CTE 5-year plan, it is crucial we work with our partners to utilise and maximise resources and build a viable funding stream that supports growth moving forward will be critical to longer term success.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

8.1 Risk will be mitigated through the oversight of the Careers and Technical Education Sector and the District Board.

9. LEGAL APPRAISAL

9.1 Section 42A Education Act 1997 requires governing boards to ensure that all registered pupils at a school are provided with independent careers guidance from year 8 (12-13 year olds) to year 13 (17-18 year olds)

9.2 Governing boards must ensure that the independent careers guidance provided:

- Is presented in an impartial manner, showing no bias or favouritism towards a particular institution, education or work option;
- Includes information on the range of education or training options, including apprenticeships and technical educational routes;
- Is guidance that the person giving it considers will promote the best interests of the pupils to whom it is given

9.3 Careers guidance is the full range of activity delivered under the eight Gatsby benchmarks set out in the statutory guidance: Careers guidance and access for education and training providers

9.4 Section 42B Education Act 1997 imposes a statutory duty on the proprietors or governing boards of all schools and academies to ensure that there is an opportunity for a range of education and training providers to access all pupils in year 8 to year 13 for the purpose of informing them about approved technical education qualifications or apprenticeships.

9.5 The proprietors or governing boards must prepare and publish a policy statement setting out the circumstances in which education and training providers will be given access to pupils for the purpose of informing them about approved technical education qualifications and to ensure this is followed.

10. OTHER IMPLICATIONS

10.1 EQUALITY & DIVERSITY

It is the intention of the partnership core team to continue to review its practices in line with relevant policies, practices, strategies, services or functions.

10.2 SUSTAINABILITY IMPLICATIONS

Supporting, developing and connecting young people, employers and skills levels across the district underpins the commitment and investment in present and future generations, and is essential for good social progress.

The Careers and Technical Education approach is developing its methodology to sustainability, climate action and related social, economic and cultural content. This is to ensure that pathways and content continue to be relevant to the challenges, changes and opportunities ahead.

10.3 COMMUNITY SAFETY IMPLICATIONS

None.

10.4 TRADE UNION

None.

10.5 WARD IMPLICATIONS

There are no Ward or area implications, The CTE approach is district wide.

10.6 IMPLICATIONS FOR CORPORATE PARENTING

Key consideration of the future approach is to see how we can better support vulnerable learners and students with **Education Health and Care Plans (EHCP)** to move more easily into the world of work.

10.7 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable.

10.8 NOT FOR PUBLICATION DOCUMENTS

None.

11. RECOMMENDATIONS

- 11.1 That the content of this report be noted, that the continued success of the Careers and Technical Education approach for young people across the district be welcomed, and that members promote it with their networks.
- 11.2 That the Careers and Technical Education (CTE) plan (Appendix 1) be approved and the CTE partnership core team as the single point of contact for schools and employers to engage with Careers and Technical Education Provision be supported.

12. APPENDICES

- 12.1 Appendix 1 - Careers and Technical Education Plan (separate document).
- 12.2 Appendix 2 - ICE Sector Overview.
- 12.3 Appendix 3 - Impact by ICE.

13. BACKGROUND DOCUMENTS

[Workforce Development Plan - People Skills and Prosperity](#)
[Careers strategy: making the most of everyone's skills and talents 2017](#)

INDUSTRIAL CENTRES OF EXCELLENCE 2018- 2019 OVERVIEW

ICE	ICE Chair	Industry Partners	Qualifications	ICE Pathways	Education Partners
Business	Adele Dolby (HMRC)	Incommunities; Barclays Broadway (Bradford) M&S RBS	BTEC Level 3 in Business; BTEC Level 2 in Business GCSE Business	General Business Leadership and Management Marketing Finance	Titus Salt Carlton Bolling Parkside School Bradford Academy Hanson Academy Grange Technology Laisterdyke Tong Bradford Girls Grammar Oastler school University of Bradford Shipley College Keighley College Bradford College
Health and Social Care	Sally Scales (Bradford Teaching Hospitals NHS Foundation Trust)	Airedale Trust Health Care Sector Skills Council; Better Start Bradford; BDHCT BTH Czajka Care Anchor Bingley Medical Practice	BTEC in H&SC Level 2/3 BTEC in Early Childhood Development Level 2/3	Adult Social Care Early Childhood Development	Titus Salt Carlton Bolling Parkside School Bradford Academy Hanson Academy Grange Technology Laisterdyke Tong Bradford Girls Grammar Oastler school University of Bradford Shipley College Keighley College Bradford College
Computing Science and Environmental Technologies	Paul Birtles (Produmax)	TransUnion Yorkshire Water Produmax Morrisons NG Bailey	GCSE Science GCSE Computing GCSE Maths A- Levels Applied Science	STEM Engineering	Bradford College University of Bradford Titus Salts School Tong Leadership Academy Bradford Academy Hanson
Built Environment	Andrew Laver (Arnold Laver)	Wates Incommunities Rex Procter Keepmoat; Arnold Laver Engie	City/Guilds in Construction Level 2 and 3 BTEC in Construction Level 3 construction management GCSE DT	Construction Trades Professional Services	Carlton Bolling College Bradford College Grange Technology College

ICE	ICE Chair	Industry Partners	Qualifications	ICE Pathways	Education Partners
Advanced Manufacturing in Engineering	Tim Parkinson (Airedale Springs)	Carnaud Metal Box Fives Group Airedale Springs Gesipa Metalcraft Advanced actuators Byworth Boilers Acorn Stairlifts Keighley Laboratories	GCSE Engineering GCSE Product Design BTEC Engineering	Advanced Manufacturing Engineering	Parkside School Keighley College Bradford College Titus Salt
Creative Industries	Vicky Clifton (Science Museum)	BBC Impressions galleries UNESCO Science Museum	GCSE Film and Media Art and Design level 2/3 Textiles Music Level 2/3 Drama / Performing arts	Artists Designers	Parkside Bradford Academy Titus Salt Crawshaw Bradford College Shipley College Keighley College University

Appendix 3 – Impact by ICE

ICE	IMPACT IN 2018 – 2019
<p>ADVANCED MANUFACTURING IN ENGINEERING</p>	<p>319 students undertook an advanced manufacturing programme, and a further 315 young people enrolled in an Apprenticeship programme at Keighley College.</p> <p>The Apprenticeship success rate was 87% compared to national benchmark of 64%.</p> <p>The Board have co-designed several employer-led projects to develop essential skills, such as Gesipa's Young Engineers' competition for Years 9 and 10.</p> <p>Select partners on the Amie Board have been involved in Bradford Districts popular Manufacturing Weeks steered and driven by the Chambers of commerce, sponsors and Aspire I Gen. Over 5000 workplace experiences for students across 40 schools.</p> <p>The Board has developed pathways with the College from Level 1 through to HNC Level 4 Manufacturing and Engineering, with initial discussions on-going with Produmax to develop an engineering degree apprenticeship pathway offered by a local provider.</p>
<p>BUILT ENVIRONMENT</p>	<p>249 students followed a construction pathway.</p> <p>Bradford College developed a Level 2 Construction provision to run in schools, ensuring more successful transition to a Level 3 post-16.</p> <p>83 students studying level 2 construction gained a subject progress measure score of +2.21 at Carlton Bolling compared to a whole school Progress 8 figure of 0.34.</p> <p>This in turn improved engagement; over the 3 years of level 2 study (Years 9 to 11) and attendance for that cohort improved by 1.1 percentage points. This also supported a positive impact in English and Maths due to students attending more regularly.</p> <p>The Board has also acquired 100 CSCS cards available for young people to receive training and be able to work on sites at an earlier age and stage in their study than was previously possible.</p>
<p>COMPUTER SCIENCE AND ENVIRONMENTAL TECHNOLOGIES</p>	<p>980 students engaged in employer and university-led curriculum enrichment.</p> <p>The Board secured funding for three STEM outreach Ambassadors to join the University's STEM team. These will work across Eccleshill, Tong and Wibsey Wards during 2020 with a focus on increasing engagement with STEM as a vehicle for social mobility.</p> <p>At Bradford Academy 17 students engaged with this ICE gained a collective progress 8 score of 0.27 whilst the whole school score was - 0.55.</p>
<p>HEALTH AND SOCIAL CARE</p>	<p>936 students followed a Health and Social Care pathway, of which 75 students enrolled onto an Apprenticeship programme</p> <p>67 Year 11 students at Carlton Bolling gained a subject progress measure of +1.14.</p> <p>53 students at Bradford Academy gained a subject progress measure of 0.39.</p> <p>35 students at Parkside School attained a positive subject progress measure of 0.56, compared to a whole school progress 8 measure of 0.12.</p> <p>Czajka Care worked directly with 40 students from Parkside to support their BTEC unit on effective communication, and 28 from Titus Salt to</p>

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	<p>complete their unit on safety in a residential home. The University in collaboration with different health partners hosted a summer programme for year 11 students to deep dive into Health and Social Care careers.</p>
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CREATIVE INDUSTRIES	<p>The Creative Industries ICE is in its first year. The Board has set a clear vision which identifies project-based learning as essential as well as curriculum pathways. Key focuses for activity include increasing diversity and social mobility in the sector. This is the first ICE to include a partner school from Leeds (Crawshaw School). The curriculum will focus on Art, Photography, Drama, Music, Dance, and Media.</p>

CASE STUDIES

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14 of the 120 students completed for and undertook placements on a week-long work shadowing scheme in TransUnions UK headquarters in Leeds, to experience what it means to work in a global technology business.

Students worked across departments including, analytics, business intelligence, legal, product development and had assigned mentors.

BUSINESS - MARKS AND SPENCER’S JUL 2019

Marks and Spencer worked with ICE students over different projects within the Business ICE, totalling 105 students over 6 schools/colleges in 2018-2019.

In a specific project with Titus school, Marks and Spencer’s ran an employability CV master class, guided through the job application process; students apply for a mock job, with a successful application move to a mock interview, and with success at interview gain work experience. Not all students attain an interview or work experience, although all students are provided with feedback at different stages of the process.

HEALTH AND SOCIAL CARE PROGRESS CASE STUDY JUNE 2019

Student Completed her level 3 course to her fullest potential. Whilst completing her Diploma In Health and Social Care she has volunteered for Manorlands Hospice as part of their befriending scheme, she also undertook training at Airedale Hospital to become a mealtime assistant, as well as taking full part in all the Health Ice activities organised via Parkside School. She is going to continue her studies at York University to train as a nurse. She is on target to achieve Distinction* Distinction on her level 3 course an outstanding achievement.

HITACHI CASE STUDY JAN 2020

The purpose of the Hitachi event was to provide students with greater awareness of careers in engineering especially women in engineering. This activity was part of CSET ICE and Shipley, Keighley College and Parkside School took part. **Initial feedback taken on the day.**

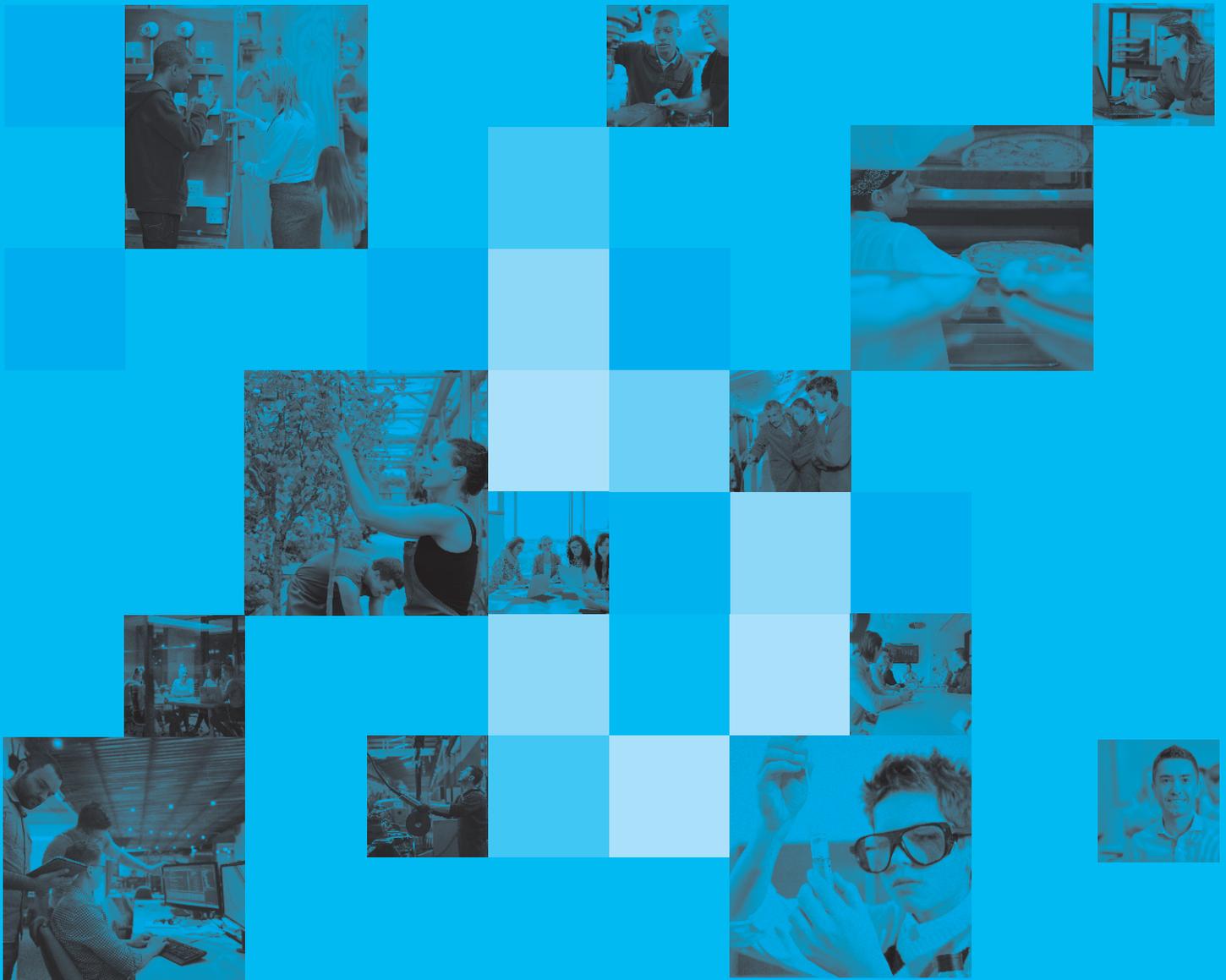
“I was really impressed to find out different types of jobs and opportunities available in rail and really enjoyed visiting Hitachi. I am now seriously considering a career as a train driver” – Student, Shipley College.

“Shocked to see so many great opportunities in the rail industry, pleasantly surprised” – Student, Parkside School.

Flexible working with the rail industry provides work life balance which is what I am looking for and all the staff that we met on the day were really happy to be employed by the rail industry – Student, Keighley College.

“Really inspiring for young people to visit, showing great opportunities and great for me to get an insight into this industry so I can transfer my knowledge to other students” – staff member, Shipley College.

Bradford District Careers and Technical Education Plan



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
Chair District Board



This plan outlines a vision for careers and technical education to power the district's economic growth.

Alongside the Bradford District's Workforce Development Plan – People, Skills, Prosperity – it provides a framework for education providers and employers to take a joined-up approach to developing the skilled and agile workforce required by local business to ensure our district and our people can flourish.

By collaborating on the design and delivery of education and training, employers and educators can help ensure that our young people gain knowledge, skills and competencies so they are well equipped to make a successful transition into the world of work and enjoy a successful career.

I am confident that the work outlined in the plan can have a positive impact on the lives of young people and businesses across the district and I am excited to be supporting this ambition.

Councillor Imran Khan
Portfolio Holder for Education,
Employment and Skills



The 5 year plan

AIM: That Bradford District delivers a transformational sector-based careers pathways approach to Careers and Technical Education (CTE), equipping learners with future-proof, transferable experiences and skills to move beyond post 16 choices with ease.

We will provide leadership and guidance to support, build, and sustain career pathways, partnerships and delivery models to improve CTE in the District and outcomes for young people.

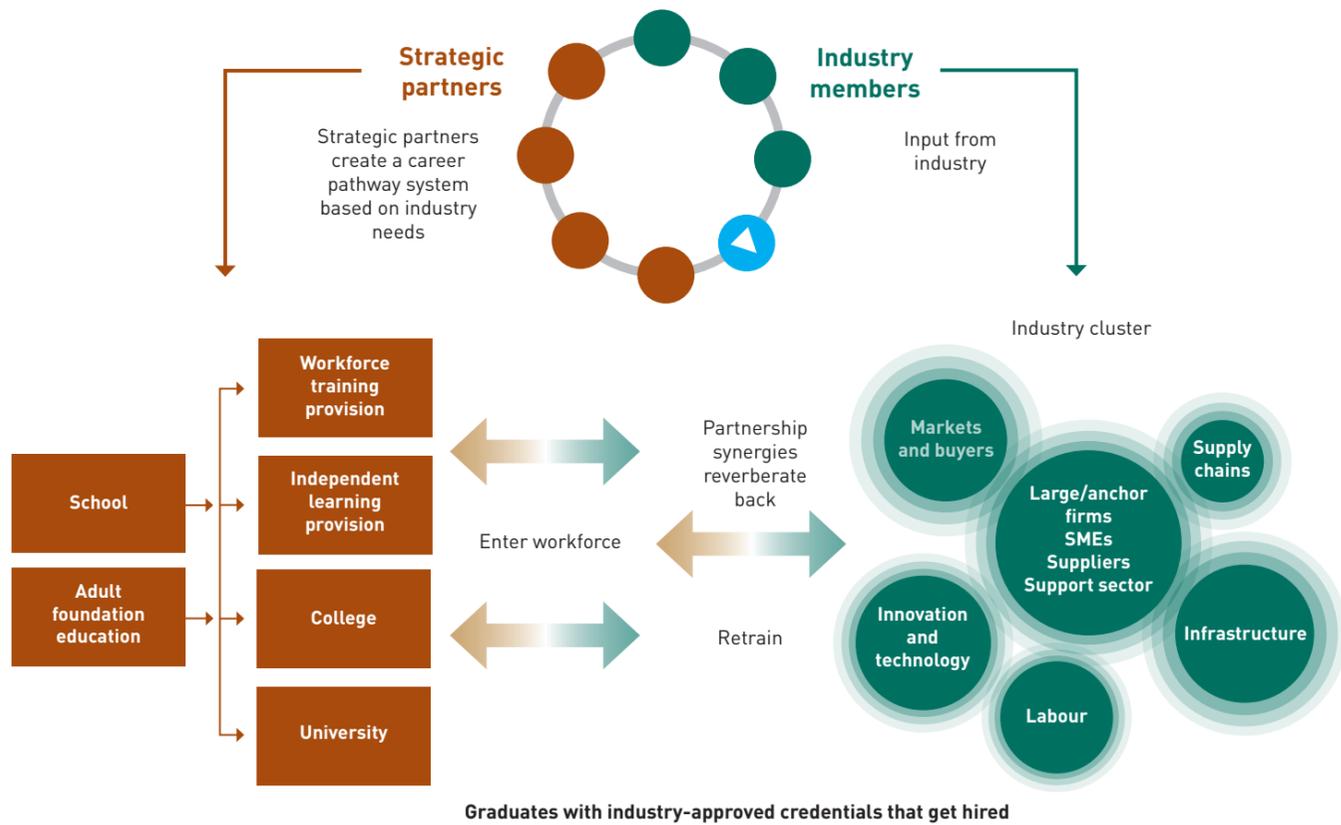
The partnership 5-year plan reinforces Bradford District's Workforce Development Plan, to build a successful economy working collaboratively to ensure our children and young people gain the education, experience, training and networks required for economic success.

Our mission is to grow CTE alliance with our partners that will engage students in meaningful learning. Connecting student's interests and imparting deeper learning as to how technical, academic skills and knowledge application supports education and ultimately career pathways.

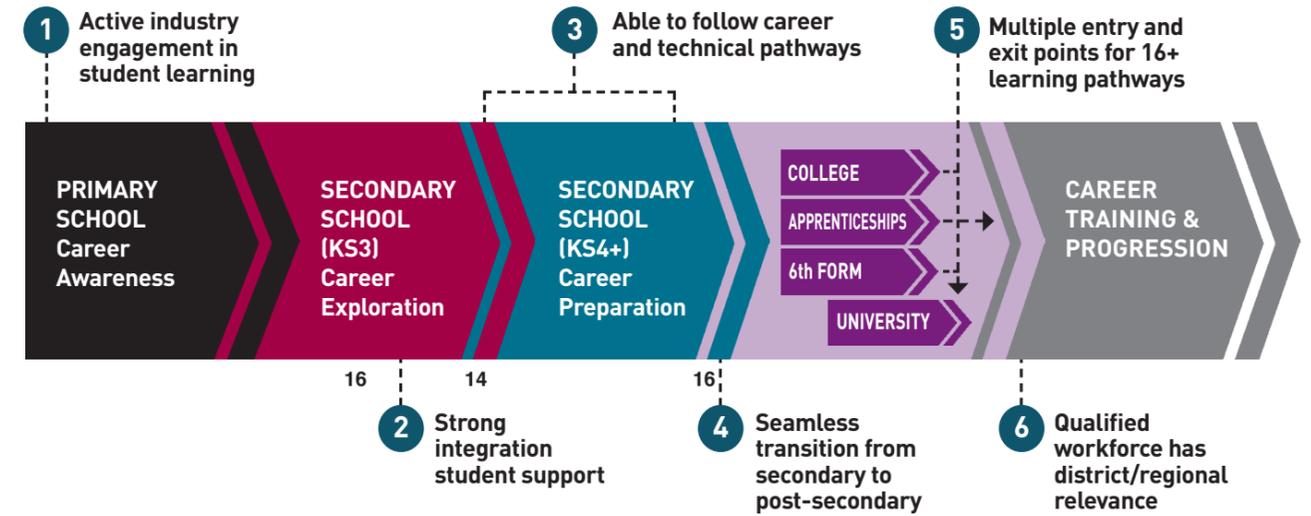
As a result contribute to growing the economy of the District; Raising attainment and aspirations for its young people, embedding career pathways that meet the skill needs of businesses in Bradford District and beyond.

Sector partnership to career pathways

Sector partnership relationship model



Career and Technical Education Continuum





Immediate Priority Actions:

- Communication strategy and platforms to showcase and shout about best practice
- Stretch and challenge KPIs, to deliver sector-based experiences for our young people
- Align resources and synchronise ways of working (WOW effect)

Secure and develop talent, building and aligning skills	Strengthen, secure and expand access to quality CTE provision	Deliver economic vitality and sustainability	To lead careers innovation for our schools, partners and businesses	Future scope for today and tomorrow's young people
<p>Build and connect partnership networks between education and businesses.</p> <p>Deliver an essential skills framework that develops in order to meet young people's needs.</p> <p>Increase reach and improve quality of provision.</p> <p>Become Bradford District's talent pipeline hotspot.</p>	<p>Infuse pathways into the district and into guidelines.</p> <p>Develop and deliver a continuous improvement of services.</p> <p>Identify sector pathways, critical occupations.</p> <p>Empower educators and young people to grow high quality provision.</p>	<p>Promote and facilitate links with employers.</p> <p>Develop service governance and arrangements.</p> <p>Measure system change and performance.</p> <p>Boards enable and support rigour, insight and challenge.</p>	<p>Deliver evidence based and Innovative approaches in an agile way.</p> <p>Assess, align and sustain resource.</p> <p>Increase education engagement and development of sector-based pathways.</p> <p>Strengthen and grow partnerships, ICE becoming the pivotal CTE hub.</p>	<p>Provide 4 yr old to post-secondary inclusive provision.</p> <p>Team development programme to allow continuous improvement.</p> <p>Utilise credible sources to deliver a framework that supports today and tomorrow.</p> <p>Update and align CTE offer to meet demand to enrich and enable greater lives.</p>



Strategic governance of all aspects of CTE across the district.

Developing, implementing and modifying District/Sector CTE Plan

Reviewing policies and programmes and aligning workforce development programmes that support a comprehensive and streamlined workforce development system

Developing continuous improvement strategies for:

- Identifying and removing barriers to better coordinate, align and avoid duplications of services
- Advocating the use of sector career pathways
- Conducting effective outreach and providing access for individuals and employers
- Establishing a comprehensive system for performance accountability measures
- Sense checking that a future thinking and dynamic sector pathway framework is being designed and delivered
- Identifying and disseminating information on best practice
- Allocating programme funding
- Preparing annual reports
- Developing policies to enhance the performance of the workforce development system

The role and responsibilities of our employers

- 1** Identify partners and collaborate with schools and industry leaders. To mutually benefit from insight, knowledge and expertise in the Labour Market.
- 2** Establish sustainable partnerships with schools. Embedding the CTE approach to workforce development.
- 3** Develop educator's knowledge. Support schools to enhance and enrich the development of all school staff.
- 4** Identify skills gaps within industry. Help to inform curricula for experiential and contextualised learning in schools.
- 5** Bring the world of work to life. Support for young people to understand career pathways, skills, competencies and sector-specific knowledge.
- 6** Work-based learning opportunities. Provide access to personal development opportunities for employees. Offer mentoring and coaching opportunities with young people to support them in reaching their potential.
- 7** Collaborate with educators to develop industry-based projects, access to on site training spaces, specific equipment, supplies or tools. Deepen the understanding of industry and career sectors for our young people, whilst providing practical experience for innovation within high quality facilities.
- 8** Provide guidance on knowledge, skills and abilities. Supporting development of a relevant and coherent curriculum to sector specific pathways .
- 9** Guidance on required certificates, qualifications, and credentials. Respond to current and future skill requirements of industry for students by providing expertise on pathways.
- 10** Create a pipeline for future talent. Develop key competencies, skills and knowledge of young people to target the current and projected skills gap in industry.



The role and responsibilities of our educators

- 1** Provide young people with academic, technical and employability skills
- 2** Include multiple opportunities for students to apply their knowledge in the real-world
- 3** Encourage, support and participate in discussion across education sector
- 4** Unlock opportunity for those who are marginalised from being active in the economy
- 5** Promote problem-solving and critical thinking
- 6** Access to personal development for teachers and students
- 7** Supply young people with advice and guidance to make well informed decisions
- 8** Foster strong partnerships to strengthen CTE and ensure young people have access to high quality pathways to success
- 9** Align curriculum with the skills and attributes required to prepare students for high growth industry sectors and that they need to meet their own goals

Career awareness	Career exploration	Career exploration and preparation		
Key stage 1-2 (age 5-11)	Key stage 3 (age 11-13)	Key stage 4 (age 14-16)	Post 16	FE / HE
<ul style="list-style-type: none"> Support Key stages 1 and 2 to raise aspirations and awareness of the different careers and occupation Practice and develop essential skills Raises attainment and attendance Contextualised learning aligned to the world of work 	<ul style="list-style-type: none"> Careers awareness education programme aligned to Bradford sector framework ICE awareness and promotion ICE cohort recruitment 	ICE programme of study / pathway		
		GCSE options mix (relevant to sector)	Academic qualification(s) (relevant to sector)	FE / HE paths
		Technical qualification(s) (relevant to sector)	Technical qualification(s) (relevant to sector)	
		4 yr sector based curriculum enrichment programme		
		4 year sector based curriculum enrichment programme		
Integrated contextualised work-related learning		Work based learning placements		
Business informed and engaged				
Experiential pedagogy				

2019 – 2020

Key Activities

- Launch Careers and Technical Education plan Oct-19
- Launch website
- Alignment of Bradford Pathways and ICE within the CTE strategy
- Align to career support services include work experience
- Set our approach to work with schools -single approach and coherent narrative
- Set our approach with businesses, provide a single approach and coherent narrative
- Synchronise the work with Boards
- Establish baseline data, targets outputs and impact measures
- Set communication plan and timeline
- Undertake vulnerable young people review
- Map provision under our framework
- Launch Essential Skills Framework
- Evolutive: CRM system in place national, regional
- Develop secondary careers framework

2020 – 2021

Key Activities

- Primary CTE Framework delivery
- District careers and transition calendar
- Establish the 3 new ICE Partnerships
- Gap analysis ICE pathways maturity review
- Establish further teacher CPD programme
- Establish delivery of vulnerable young people review
- SWOT - review learning partners
- Set up an independent review panel
- Establish career digital platform including learner passport

2021 – 2022

Key Activities

- Develop, through partnerships, certificates of achievements that reflect business requirements.
- Identify and plan for new qualifications requirements
- Review innovation and skill development within businesses
- Ongoing performance review
- Launch an integrated 'best practice' pedagogical approaches to contextualised learning guide
- Summer schools across all ICE sectors

2022- 2023

Key Activities

- Full suite of curriculum support materials across all phases
- Reassess our customer value
- Review Impact of technology
- Explore vision and refocus

2023- 2024

Key Metrics

- All schools are engaged with our CTE framework
- All teachers have been engaged in some type of sector based CPD
- All students have been involved in CTE activity /sector programme

Develop and increase relationships with CTE delivery partners

Continue to ensure alignment with policy/ programme development

Identify new opportunities

Development of the ICE Team

Further work to embed the CTE approach across the District

Develop and service governance arrangements

Identify and analyse and showcase best practice

Continue to develop and review sector plans

Increase funding streams from partnerships and finesse our year-on-year plan

Stay in Touch



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@BradfordSkills

The wording in this publication can be made available in other formats such as large print and Braille.

Please call 01274 434702.

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Report of the Strategic Director – Corporate Resources to the meeting of Executive to be held on 24th March 2020

BF

Subject:

Climate Emergency Update: Sustainable Development Action Plan 2020-21

Summary statement:

This landmark report sets out proposals to adopt a Sustainable Development Action Plan in order to respond to the challenges and opportunities for sustainable, clean and inclusive economic growth, a fairer society and a healthier environment presented by the Climate Emergency. It follows the Climate Emergency declaration at Full Council and the Council's decision to join the Leeds City Region Climate Coalition. The Sustainable Development Action Plan sets out clear direction and guiding principles for the Council and District building on existing activity and stated commitments. The plan reviews current activity and proposes actions for 2020-21 for business, public sector partners, communities, citizens and investors to take forward positive action at pace and scale. Those actions include delivering progress on emissions reductions, improving communications and community engagement and the developing of a comprehensive evidence base and performance framework. The plan includes establishing a new Sustainable Development Partnership for the Bradford District.

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Portfolio:
Leader with
Healthy People and Healthy Place

Overview & Scrutiny Area:
Regeneration and Environment

1. SUMMARY

- 1.1 The climate emergency is the defining issue for local government over the next ten to twenty years.
- 1.2 Effective climate action presents significant challenges but also offers significant opportunities to generate sustainable, clean and fair economic growth, improve health and well-being and environmental quality and to increase and enhance civic and democratic participation.
- 1.3 Following the Council's declaration of a Climate Emergency in January 2019 and its decision to join the Leeds City Region Climate Coalition it is proposed that a Sustainable Development Action Plan is approved and implemented recognising that this represents a dynamic programme of work that will evolve to reflect both proactive activity and the District's response to external announcements and events.
- 1.4 The plan builds on a significant body of existing work and is underpinned by the UN's Sustainable Development Goals and guiding principles. Key actions include a new Sustainable Development Partnership to be established for business, public sector partners, communities, citizens and investors to take forward positive action at pace and scale, progress on emissions reductions, improve communications and community engagement and the development of a comprehensive evidence base and performance framework.
- 1.5 Council capacity to deliver what is needed to address the challenges, implement budget decisions and shape and seize the opportunities arising from climate action and sustainable development is currently limited and implementation of the plan in full will require a commitment to additional resources.
- 1.6 Executive is asked to approve the plan, the terms of reference of a new Sustainable Development Partnership and the allocation of reserves in order to support its delivery over 2020-21 with a view to mainstreaming base budget resources from April 2021.

2. BACKGROUND

- 2.1 The Climate Emergency is the defining issue for local government over the next ten to twenty years and will require urgent and significant steps to limit our collective impact on climate breakdown and ecosystem damage and improve the resilience of Bradford District and its organisations, communities and households.

In January 2019, the Council declared a Climate Emergency recognising the threat posed by climate change and the need for action and investment to be taken locally to help reduce its extent and to adapt to its impact. In doing so it set out its commitment to taking positive action to tackle and adapt to climate change in ways which also support green job creation and inclusive economic growth, improvements in health and well-being and reductions in household energy bills.

- 2.2 In June 2019 the Leeds City Region (LCR), in which Bradford plays a leading role, also declared a Climate Emergency. Bradford is a member of the LCR Climate Coalition which is committed to delivering a net-zero carbon city region by 2038 with significant progress made by 2030. LCR research into emissions reduction is under way and is expected to provide recommendations for interventions and investment for buildings, transport, power, land and industry.
- 2.3 Storms Ciara and Dennis underlined the need to reflect adaptation – including environmental resilience and flood alleviation - alongside significant emissions reduction as part of the health, economic and community response to the emergency.
- 2.4 In his 11 March 2020 budget, the Chancellor of the Exchequer announced a number of measures designed to tackle and adapt to climate change and generate green economic opportunities. These include a Green Gas levy to fund the use of greener fuels, an increase in the Climate Change Levy that businesses pay on gas; investment in electric vehicle charging infrastructure to ensure that drivers are never more than 30 miles away from a rapid charging station; £532m of consumer incentives for ultra low emission vehicles and reduced taxes on zero emission vehicles. Funding of £304m was pledged for local authorities to reduce nitrogen dioxide emissions and improve air quality. Increased funding for flood defences and recovery will also be made available.
- 2.5 West Yorkshire Council leaders have secured a devolution deal which will bring significant new powers and resources to the region. These include £38 million per year for 30 years into West Yorkshire Investment Fund with significant freedoms to spend on local priorities, work to develop a modern mass transit system through access to a new five-year integrated transport settlement and £317 million to invest in public transport, cycling and walking through the Transforming Cities Fund with local flexibility on delivery.

3. The challenge

- 3.1 In 2018 the Intergovernmental Panel on Climate Change (IPCC) advised that global warming should be limited to a 1.5 degree centigrade increase. While a 1.5 degree increase would present risks to health, livelihoods, food security and water supply a rise to 2 degrees would be catastrophic. The report warned that there are 12 years in which to take action and avoid the worst impacts of global warming.
- 3.2 Responding to the Climate Emergency will require deep reductions in emissions, fundamental changes in the way we work and live, and significant adaptation to a changing world. It represents a shared challenge in which everyone across all sectors of activity and in all communities must play their part. It also offers opportunities for fair, clean and sustainable economic growth, healthier lives, better environmental quality and greater public engagement and participation.
- 3.3 Council leadership will be key to harnessing and co-ordinating local assets and resources to deliver effective and urgent climate action and realise the social, economic and environmental opportunities that it presents.

4 Sustainable Development Plan 2020-21

4.1 The Sustainable Development Action Plan set out at Appendix A represents a dynamic approach recognising the need for the plan to evolve in response to progress on key areas of activity and to external developments such as national policy and budgets, the next Comprehensive Review, development of the local evidence base and the emergence of a new Sustainable Development Partnership.

4.2 While climate action presents significant challenges requiring deep reductions in the emissions of harmful greenhouse gases, action to adapt to a changing climate and changes in the behaviour of businesses, organisations and citizens, it also offers opportunities to generate sustainable, clean and fair economic growth, improve health and well-being, cut costs and extend civic and democratic participation.

Meeting the challenges and shaping and exploiting the opportunities presented by climate change will require significant interventions over and above current activity and must underpin strategic thinking, resource allocation, operational delivery and practical action.

The Sustainable Development Action Plan identifies and builds on a considerable body of existing work and activity. However much of this work has not been designed, delivered or monitored with the explicit intention of securing dramatic reductions in emissions, adaptation resilience or systemic environmental improvements. Nor does current activity deliver at the rate and on the scale required by the scientific evidence and the stated ambitions of the Council and City Region.

Much more remains to be done in every area of activity. We'll have to go further and faster, get the message out to more and more people and provide local leadership on global issues. This needs to be developed and delivered at pace and scale.

4.3 The Climate Action Plan sets out the challenges and opportunities presented by the Climate Emergency and recognises the considerable amount of current and on-going activity. It identifies action to be taken in three key spheres of activity:

- Leading by example
- Leading with our partners
- Making the case for change

4.4 Key actions include progression of the Council's significant revenue and capital investments in climate action; extended and enhanced communications and community engagement; measures to embed climate action and environmental stewardship into all Council service planning and delivery; "greening" of key projects; development of a meaningful performance framework and evidence base to measure progress.

- 4.5 The Action Plan will establish a new Sustainable Development Partnership to lead and co-ordinate strategic policy and direction across organisations and sectors. The Proposed Terms of Reference are at Appendix B. Dr Stewart Davies has agreed to chair the Partnership and will work with the Portfolio Holder to establish it with the ambition of holding a first meeting in June 2020. Dr Davies is Chief Executive of Xiros Ltd, a company which manufactures and sells synthetic ligaments for use in surgery. He has also chaired and been a member of a number of environmental organisations, including the UK Sustainable Development Commission.
- 4.6 The Action Plan is guided by the following principles.
- Ensuring a strong, healthy and fair society
 - Living within environmental limits
 - Achieving a sustainable economy
 - Using sound science responsibly
- 4.7 The Action Plan and subsequent strategies and plans will also be underpinned by the UN's Sustainable Development Goals (SDGs) many of which align with existing Council and District strategic objectives and activities.
- 4.8 The Sustainable Development Action Plan will:
- Deliver a reduction in Council carbon emissions
 - Increase recycling and re-use and reduce items going into the waste stream.
 - Expand the use of renewable energy
 - Improve air quality and health and well-being
 - Achieve greater community engagement including at ward level on climate biodiversity and environment quality and stewardship
 - Promote reductions in the use of cars and greater safety on our streets
 - Generate improved communications presence and capacity including online.
 - Establish a new strategic partnership
 - Align Climate Action with the new Council plan and 2040 vision
 - Build the evidence base around interventions, performance and outcomes
 - Inform and progress a long-term strategy aligned to the budget process.

5 FINANCIAL & RESOURCE APPRAISAL

- 5.1 The Council has made revenue and capital resources available through its Financial Plan for 2020/21 to support work on climate action, decarbonisation and environmental stewardship. However, meeting the challenges and maximising the emerging opportunities will require significant interventions over and above current activity and for sustainability to underpin strategic thinking, resource allocation, operational delivery and practical action.
- 5.2 Current dedicated officer capacity across the Council is insufficient to deliver enhanced progress, improved communications and engagement, long-term strategy, delivery of capital projects, greening of key projects, design guidance, development of a performance framework including carbon budgeting and the sourcing of external funding opportunities.

There is a current and medium-term risk that the Council will be unable to deliver against the commitments already made and those proposed in the Action Plan with potential impacts on its reputation and its ability to move at pace and scale to reduce emissions of greenhouse gases.

- 5.3 In mitigation of that risk, Council resources will be required to support the progression and implementation of the proposed Action Plan in 2020-21 and in future years.
- 5.4 Looking ahead, the Council and its partners need to seek to maximise the external fund coming into the District to support work on this agenda including resources from Government, LCR/WYCA, public sector bodies, business, charities, philanthropists, social investors and community crowd funding/citizen spending power.

6 LEGAL IMPLICATIONS

- 6.1 HM Government has recently amended the UK Climate Change Act 2008 to mandate the UK Net Zero Carbon target for 2050. HM Government is progressing significant reform to environmental and land-related legislation, regulation and enforcement via the Environment Bill. The Secretary of State for the Environment has written to Local Authority Chief Executives recognising the critical role of local authorities and outlining ways in which the Bill will strengthen the role of local leaders in tackling environmental issues.
- 6.2 Calls are now also being made for local government to be given explicit legislative responsibility for greenhouse gas emissions reduction, as a potential extension of the UK Climate Change Act (see Commons Science and Technology Committee, August 2019).
- 6.3 At present, the Sustainable Development Action plan is not a legislative regulatory or administrative requirement. It does not therefore require a Strategic Environmental Assessment (SEA). Should the Environment Bill (or regulations made under it) require the Action Plan in the future, the plan may need to undertake an SEA.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 7.1 Corporate climate and environment crisis risk is included and managed through the Corporate Risk register. The Strategic Director Corporate Resources is leading on this work for the Council Management Team.
- 7.2 The proposed Sustainable Development Partnership will assume responsibility for District-wide co-ordination of strategic leadership on climate action and sustainable development.

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

“Ensuring a strong, healthy and fair society” is one of the key principles guiding this work. The development of the evidence base will allow us to be clear about the best options for securing a just transition to a carbon free District, in the context of the Sustainable Development Goals.

9.2 SUSTAINABILITY IMPLICATIONS

This work is fundamental to securing sustainable development, effective climate action and enhanced environmental stewardship. It reinforces the commitment to long-term well-being, prosperity and resilience.

It reflects and accepts the UN Sustainable Development Goals and key principles as the basis for guiding future progress and resource allocation.

Over the coming year work will be undertaken to produce a 2040 Vision for the Bradford District. This and related strategies are all developing to secure the long-term future of the District and a positive legacy for future generations.

9.3 GREENHOUSE GAS EMISSIONS IMPACTS

Reducing District and Council harmful greenhouse gas emissions are central priorities and measures for this work.

It is acknowledged that much more work and resource is required to develop the metrics, monitoring, performance management and delivery of such an ambitious contribution to agreed political priority, city region ambitions and national legislation.

9.4 COMMUNITY SAFETY IMPLICATIONS

No direct issues arising from this report.

9.5 HUMAN RIGHTS ACT

No direct issues arising from this report.

9.6 TRADE UNION

No direct issues arising from this report.

9.7 WARD IMPLICATIONS

The Interim Action Plan will deliver community activity and investment in all wards. Development of the evidence base will seek to better understand the geographical, social issues and opportunities that Bradford District faces as a whole and also a locality level.

9.8 IMPLICATIONS FOR CORPORATE PARENTING

No direct issues arising from the report.

9.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No direct issues arising from the report.

10. NOT FOR PUBLICATION DOCUMENTS

None

11. OPTIONS

11.1 Option 1. The Executive could choose to delay the implementation of a Sustainable Development Action Plan while it awaits the outcome of the West Yorkshire and North Yorkshire Pathways Studies, the detail of any new policy direction from Government and the development of a wide ranging strategic response before committing to additional work on Climate Emergency. This will run the risk of real or perceived failure to deliver on stated commitments and potentially lead to damaging increases in emissions or adverse impacts from climate change that could otherwise have been avoided. Activity will lack co-ordination and strategic oversight. Issues around limited organisational capacity to deliver on commitments, improve communications and provide strategic and performance management support will continue to go unaddressed.

11.2 Option 2. Adoption of the Sustainable Development Action Plan. Adoption of the Sustainable Development Action Plan will cut carbon, deliver progress towards new jobs in a clean and circular economy, improve health and well-being, engage communities in all parts of the District, improve strategic co-ordination of activity and the deployment of resources and support the development of a performance framework through which progress can be monitored.

12. RECOMMENDATIONS

12.1 The Sustainable Development Action Plan (2020-2022) including its guiding principles is approved and endorsed and the Strategic Director, Corporate Resources instructed to implement its proposed actions.

12.2 The establishment of a Sustainable Development Partnership for the District and terms of reference as set out at Appendix B is approved.

12.3 That the Director of Finance and Strategic Director of Corporate Services are instructed to identify appropriate resources to meet the costs associated with the communication, co-ordination and delivery of the Climate Action Plan in 2020-21, with a view to funding being built into the Council's base budget requirement from April 2021.

12.4 That partners, businesses, not-for-profit and community organisations, residents and visitors be thanked for their efforts to date and encouraged to work with the Council to accelerate practical action.

- 12.5 That public communication and engagement are undertaken, in line with the 2040 Vision, to seek views, advice and contributions to the next version of the action plan and our shared efforts in sustainability and that partners working on UN Child Friendly status and City of Culture 2025 are requested to ensure that their engagement activity connects to climate action and environmental stewardship.
- 12.6 That effective environmental management and performance be developed including rapid and significant reduction in harmful greenhouse gas emissions.
- 12.7 A dedicated report on the key developments in UK environmental legislation and environmental protection be brought to the Executive in autumn 2020.
- 12.8 That as a matter of urgency support, training and guidance is provided to elected members, officers, suppliers, contractors and partners and citizens on taking forward sustainable development and climate action 2020-2025.
- 12.9 That an annual progress report be brought to the Executive.

13. APPENDICES

Appendix A Sustainable Development Action Plan

Appendix B Sustainable Development Partnership Draft Terms of Reference

12. BACKGROUND DOCUMENTS

Bradford Council – Full Council Minutes January 2019, 15th October 2019

WYCA, Climate Emergency, 10th October 2019

WYCA – Addressing the Climate Emergency Report to WYCA 10th October 2019 including Clean Growth Policy, Action Plan and initial actions.

WYCA Climate Emergency Declaration and LCR Coalition pledge – July 2019

Local Government Association, Climate Change Declaration and Endorsement to the Sustainable Development Goals, July 2019.

The UK Government - 'Five Principles of Sustainable Development', Shared Framework for Sustainable Development, March 2005

HM Government – COP26 announcement, February 2020

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City of Bradford MDC

SUSTAINABLE DEVELOPMENT ACTION PLAN

2020-2021

Climate Emergency – the defining Issue

The Climate Emergency is the defining issue for local government requiring urgent and significant steps to limit our collective impact on climate breakdown and environmental damage, improve the resilience of Bradford District, its organisations, communities and households and ensure that economic growth is sustainable and inclusive.

Effective climate action presents significant challenges and requires deep reductions in emissions, fundamental changes to the ways in which we live and significant adaptation to a changing world. While the Council has a leading role to play in addressing the challenges, those challenges are shared by organisations across all sectors and people in all communities.

The Sustainable Development Action Plan sets out activities and actions that the Council, in partnership with Government, regional agencies, local businesses, organisations and communities, will take in 2020-21 to reduce the extent of climate change, adapt to its impact, promote and improve environmental stewardship and seize the opportunities it offers for a sustainable and inclusive development, new skills and jobs, better health and stronger communities.

The action plan represents a dynamic and evolving approach to Sustainable Development and the Climate Emergency. The year 2020-21 will see a number of key developments take place:

- The progression and implementation of national budget decisions around investment in climate action, clean growth and green infrastructure
- The implementation of a devolution deal for West Yorkshire
- The outcomes of the West Yorkshire and North Yorkshire Emissions Reductions Pathway study, which will identify the key climate actions and interventions required to achieve a net zero carbon city region by 2038
- National environmental policy and legislation
- Establishment of a proposed Sustainable Development Partnership for Bradford District
- Development of a revised Council Plan and 2040 Vision.
- COP26 Summit

The Sustainable Development Action Plan will align to and evolve in line with the outcomes of these developments.

The action plan is focussed on three areas of activity - leading by example, leading with others, and making the case for change. It is founded on the following principles:

- Ensuring a strong, healthy and fair society
- Living within environmental limits.
- Achieving a sustainable economy
- Using sound science responsibly

The plan will:

- Deliver a reduction in Council carbon emissions
- Increase recycling
- Limit the number of re-use and reduce items going into the waste stream
- Expand the use of renewable energy
- Improve air quality, health and well-being
- Achieve greater community engagement including at ward level on climate biodiversity and environment quality and stewardship
- Promote reductions in the use of cars and greater safety on our streets
- Generate improved communications presence and capacity, including online
- Establish a new strategic partnership
- Align climate action with the new Council plan and 2040 vision
- Build the evidence base around interventions, performance and outcomes
- Inform and progress a long-term strategy aligned to the budget process

We face a Climate Emergency

In January 2019, the Council declared a Climate Emergency, recognising the threat posed by climate change and the need for action and investment to be taken locally to help reduce its extent and to adapt to its impact. It set out its commitment to taking positive action to tackle and adapt to climate change in ways which promote fairness and social justice and support green job creation and sustainable, inclusive economic growth, improved health and well-being and reductions in household energy bills.

In June 2019, Leeds City Region (LCR) also declared a Climate Emergency and the Council has joined the LCR Climate Coalition which aims to achieve a net zero carbon region by 2038. In summer 2019, Leeds City Region (LCR) declared a climate emergency aiming for a 'zero-carbon city region by 2038, with significant progress by 2030'. This aim was adopted by Bradford Council in October 2019.

The global challenge

In 2018, the Intergovernmental Panel on Climate Change (IPCC) advised that global warming should be limited to a 1.5^o C increase. While this would present risks to health, livelihoods, food security and water supply, a 2^oC rise would be catastrophic.

Local impact

The impact of climate change is likely to be felt in Bradford District through, for example, increased frequency and intensity of flooding from surface water and rivers, the negative impact of higher temperatures on health, particularly that of the most vulnerable people, the potential impact on supply of food, medicines and essential goods and services and on the local ecology and environment. We will see more extreme weather events such as the floods of 2015 and more recently storms Ciara and Dennis. The District has close social and economic links to parts of the world that are likely to be seriously affected by rises in temperatures and sea levels.

Responding to the Climate Emergency will require deep reductions in emissions, fundamental changes in the way we work and live, and significant adaptation to a changing world. It represents a shared challenge in which everyone across all sectors of activity and in all communities must play their part.

Bradford District currently has relatively low levels of CO² emissions – 4.2 tonnes per capita per year in 2015 compared to a Northern Powerhouse average of 6.8 tonnes and a UK average of 5.9 tonnes.

The District's Economic Strategy sets out ambitions to grow the economy by £4bn by 2030 and our existing low rates of CO² emissions presents opportunities for approaches to be developed that ensure that this goal is achieved in a way that benefits everyone while at the same time reducing emissions as we move towards a net-zero carbon economy.

Opportunities: Clean growth, better health, connected communities

The Bradford District is home to some unique social, business and physical assets which, if fully and effectively harnessed, can position us well to take advantage of the exciting opportunities offered by climate action to build a fairer society by generating clean and inclusive economic growth, improving health and well-being and reducing household costs.

Business. The District is home to around 10,000 environmental sector jobs and some exemplar businesses including Texfelt, which manufactures underlay from recycled fibres and plastics, Yorkshire Water, which is creating a model development of sustainable housing and industry at Esholt, and the pioneering Ecology Building Society.

Community. The District has a strong and committed network of voluntary and community sector organisations around 1,500 strong with an estimated 100,000 active citizens. The “People Can” campaign is connecting increasing numbers of people to volunteering opportunities.

Partnerships. The District has a strong track record of successful partnership working between public services, business and the VCS, and across systems.

Research. Bradford University is providing international leadership on these agendas; its Centre for Sustainable Environments is pioneering interdisciplinary approaches to meeting environmental challenges facing civil engineering - reducing waste and developing more sustainable construction materials. The university offers the world’s only MBA focussed on the circular economy, aiming to use resources and energy more effectively.

Geography. The District’s physical geography offers significant potential for the generation of renewable energy, flood alleviation and carbon sequestration measures and community engagement in environmental, biodiversity and local food initiatives.

Harnessing the full power and potential of the District’s asset base will not only help us to tackle the challenges presented by the Climate Emergency but it will also open up major opportunities for new jobs, goods and services across all sectors.

Climate action offers opportunities to rethink how people travel, how heat and light are generated and improve built and natural environments as we adapt them to withstand climate change. This will generate new jobs, markets, innovation and sustainable economic growth through investment in a green economy. Developing new products, services, business models, and ways of working will be key to the entrepreneurial and commercial response both within the District but also across the city region and out into the world.

Research undertaken by Leeds City Region suggests that clean growth could add £11bn to the city region economy and create 100,000 extra skilled jobs for local people.

Through improving energy efficiency and reducing its overall use, climate action will cut costs to public services, businesses, community organisations and households.

Climate action offers opportunities for people to benefit from better health and well-being due to warmer, more efficient homes, greener transport creating cleaner air, and enhanced physical environments.

Significant opportunities are emerging to engage individuals and communities in positive action and participation in line with the principles of the Council’s “People Can” approach to community action and empowerment.

Your Council taking action

The Council has a strong track record of delivering carbon reductions - 47,446 tonnes CO₂e 2018-19, down from 84,789 tonnes CO₂e in 2013-14, which is a reduction of more than 40%. This has been achieved through a programme that includes building retrofits, renewable energy schemes, lower energy streetlights and tree planting as well as benefits from decarbonisation of the national grid. The Council enjoys an excellent reputation nationally, for instance through work supporting energy efficiency improvements with business, supporting city region-wide public transport and bus use, and sharing best practice with European partners.

The Council’s Climate Emergency declaration identified five flagship projects:

- Reducing the energy used for street lighting
- Delivering a district heat network, with the potential for saving on Council and partner heating costs.

- Expanding the network of electric vehicle (EV) charging points and numbers of EV vehicles.
- Increasing renewable energy and electricity generation on the Council estate.
- Embracing the opportunities offered by hydrogen through the H21 LCR scheme.

Work on these flagship initiatives is in progress building on and complementing an extensive range of existing work covering all areas of Council activity and including:

- **Energy efficiency programmes** including controlling the temperatures of workspaces to minimise emissions; upgrading and installing energy efficient technology; energy audits in schools.
- **Transport** – making the case for high-speed rail for Bradford city centre and mass transit across the Leeds City Region, alongside measures to reduce car use by promoting cycling and walking.
- **Key city centre regeneration schemes** such as the new Darley St Market and planned office development at One City Park have enhanced environmental performance and climate measures hardwired into their design.
- **Flood management** and natural flood management responses continue working with local communities and key public bodies such as the Environment Agency.
- **Tree planting and woodlands** - as part of the Council's ongoing contribution to the Northern Forest, an ambitious programme of tree planting and woodland creation is under way.
- **Peat bog protection and restoration** – re-wetting and sphagnum moss planting work to improve and restore important carbon sinks. A peat bog can store up to seven times the carbon of woodland.
- **Housing and urban design** - The new Bradford Homes and Neighbourhoods Design Guide brings together the very latest thinking in housing and urban design and has been developed with a wide range of community and housing partners. Bradford has won a national planning award for its requirements around electric vehicle infrastructure in new homes.

A more comprehensive list of existing activity is given at Appendix 1.

Work has been ongoing throughout 2019 and into 2020 to establish a Clean Air Plan and a Clean Air Zone in Bradford with a bid for significant resources having been prepared for Government approval. It was recently announced that initial £4m funding to support the development of the plan would be made available by Government.

Bradford is supporting the work of LCR and North Yorkshire to develop the West Yorkshire and North Yorkshire Emissions Reductions Pathway study in order to identify the pathways to the most effective climate actions and interventions to achieve its ambitions. The findings from the study should be available in summer 2020.

The Council's budget, agreed in February 2020, allocated £25m in new revenue and capital investment in climate action measures:

- **A tree for every child** - an ambitious programme to plant a tree for every primary school child in the Bradford District.
- **Waste management** – reduce, reuse, recycle.
- **Community projects** – biodiversity, environmental management and renewables.
- **More 20mph zones** promoting walking, cycling and cleaner air.
- **District heat network – the Council** identified this project as a priority when we declared the Climate Emergency in January 2019. The aim of the scheme is to significantly cut carbon in the provision of heat and electricity in the city centre.
- **Renewable energy projects** - feasibility study into a major scheme aiming to significantly cut carbon emissions and air pollution while reducing costs.

- **Climate change building controls** - this programme of work has underpinned the Council's strong performance in energy reduction over the past nine years.
- **Fleet electric vehicles programme** - this will support the transition of the Council's fleet to electric vehicles and an expansion of the associated charging infrastructure, which will cut carbon and improve air quality.
- **Flood alleviation** – on local moorland.

Circular economy and sustainability are major themes in key strategies e.g. the Economic Strategy and Housing strategy, alongside key regeneration schemes that focus on brownfield sites and reduce reliance on remote out-of-town locations, private car travel and promote the use of public transport.

Enhanced communications and engagement has been implemented to promote effective and practical action across households, communities, businesses and partners and policy support and co-ordination has been provided to political and senior management leadership.

Action Plan 2020-21

The Action Plan reflects our approach to District leadership of climate action and identifies action to be taken in three key areas of activity – leading by example, leading with partners and communities, making the case for change.



Leading by example.

- Strategic planning and alignment with new Council Plan, 2040 Vision and key strategies, making sure that all services identify how they will contribute to climate action.
- Progress implementation of investments in the Financial Plan 2020/21.
- Reduce emissions. Continue to deliver work on reducing Council emissions.
- Clean air. Delivering the Clean Air Plan, Clean Air Zone and air quality improvement.
- Promote public involvement and engagement
- Embedding climate action into procurement.
- Developing measures to assess our performance and progress towards our goals.
- Building Council capacity to deliver on its commitments.

Leading with partners and communities

- **Establish a Sustainable Development Partnership.**
- **Regional partnership working on decarbonisation and environmental resilience.**
- **2040 Vision - climate action and environmental stewardship will be key to the realisation of long-term strategic goals and will form a fundamental part of the 2040 conversation.**
- **Working on key schemes and with investors to ensure the “greening” of new developments and infrastructure.**
- **Supporting research and the development of a local evidence base to guide investment decisions.**

Making the case for change

- **Lobbying and positioning with Government and investors for resources and policy changes.**
- **Position the District with Government and private and social investors as the right place to invest in clean growth.**
- **Regional working - to strengthen the case for clean growth investment and to maximise opportunities for clean growth and green infrastructure arising out of the devolution deal for West Yorkshire that was secured by Council leaders as part of the Chancellor’s March 2020 budget.**
- **Winning hearts and minds - enhanced communications and engagement**

Our guiding principles – a fair and sustainable economy

We want to live in a fair society within environmental limits. This means meeting the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion, and creating equal opportunity. We will do it by means of a sustainable economy, good governance, and robust evidence.

The following principles will inform action across the Council and its partnership work.

- **Ensuring a strong, healthy and just society.** The Council is committed to working with its partners, communities, investors, businesses and Government to ensure long-term prosperity, well-being and resilience.
- **Living within environmental limits.** The Council, with the powers, resources and influence at its disposal, will seek to ensure effective climate action and a safe and high quality local environment, actively working to have a positive impact on the rest of the world. Respecting the limits of our environment, resources and biodiversity and ensuring that the natural resources needed for life are unimpaired and remain so for future generations.
- **Achieving a sustainable economy.** The Council, with its partners, is committed to growing a dynamic, sustainable, inclusive economy fit for the future. This includes seeking to create a safe, zero waste and circular economy in which our young people can find fulfilling livelihoods and have long-term prospects and healthy, happy lives.
- **Using sound science responsibly** The Council seeks to make decisions and operate based on sound and compelling evidence.

Sustainable Development Goals.

The Action Plan and subsequent strategies and plans will also be underpinned by the UN's Sustainable Development Goals (SDGs), many of which align with existing Council and District strategic objectives and activities.



Dynamic and evolving

Bradford's Climate Action Plan will:

- Deliver a reduction in Council carbon emissions
- Increase recycling and reduce the number of re-use and reduce items going into the waste stream
- Expand the use of renewable energy
- Improve air quality and health and well-being
- Achieve greater community engagement including at ward level on climate biodiversity and environment quality and stewardship
- Promote reductions in the use of cars and greater safety on our streets
- Generate improved communications presence and capacity including online
- Establish a new strategic partnership
- Align climate action with the new Council plan and 2040 vision
- Build the evidence base around interventions, performance and outcomes
- Inform and progress a long-term strategy aligned to the budget process

The Action Plan is a dynamic programme of work that will evolve to reflect both proactive activity and the District's response to external announcements and events.

Bradford Council Sustainable Development Action Plan 2020-2021 March 2020

Action	Description	Timescale
Bradford Council – Leading by Example		
<u>Delivery – dedicated budget projects 2020-21</u>	<p>Critical investments to address key priorities, including public and business involvement in practical projects.</p> <ul style="list-style-type: none"> • Additional 20mph zones • Waste and recycling investment to support circular economy • Planting a tree for every primary school child • Community-led climate action across all wards 	All completed by March 2021
<u>Capital Programme Investment and scheme delivery 2020-21</u>	<p>Update financial decision-making guidance and requirements including for future capital investments.</p> <p>Renewables feasibility and investment (£5m); Fleet/EV programme (£1.8m); Civic Quarter district heat network (c. £14m); climate building controls (£500k p.a – 5 years); flood alleviation – moorland schemes - natural flood management projects ;others eg ICT Investment ; CCTV ;</p> <p>Ensuring all other schemes from 2020-2024 portfolio have climate and environment profile and reporting.</p> <p>Central Food Processing Unit (Mitre Court) upgrade</p>	<p>June 2020</p> <p>Capital programme deadlines</p> <p>December 2020</p>
Council operations and services	Integration into all Service Plans 2020-21 – first phase	June 2020
Estates – energy and emissions management	<p>Annual reporting to BEIS and Carbon Disclosure Project</p> <p>Rolling programme of improvements, repairs and renewal to Council heating, lighting and energy efficiency. 2020-21 programme of work;</p>	<p>Report on Progress by March 2021</p> <p>Annual report – March 2021</p>
100% renewable electricity from 2021-22	Ensure agreement signed with Npower for April 2021 onwards.	March 2021
Major schemes alignment and profiling	Portfolio in the region of £150-250m – profiling and reporting of climate and environment benefits, outputs and risks (see Clean Growth assessment – for all schemes linked to WYCA related funding streams, includes City Centre Transforming Cities Fund, cycling/walking, New Market etc) Quantification of the carbon impacts of current capital programmes within the Local Growth Deal, West Yorkshire Transport Fund and LPTIP funds	March 2021
Alignment with Clean Air Plan and	Clean Air Plan - B-CAP and clean air zone development – subject to consultation response.	September 2020

Clean Air Zone development and operation	Breathe Better Bradford campaign and action plan – alignment, benefits, outputs and enhanced impact Alternative Energy Centre; fleet and links to communications etc	
Key sectors including Housing Strategy - Other buildings eg offices, factories; Industry and business – operations; - Transport Strategy; Power infrastructure; - Land – working with nature	Housing Strategy delivery plan and resource identification, including involvement in the Scaling Up Better Homes Yorkshire project – Bradford involvement and city region, large scale retrofit scoping (LCR Energy Plan) District work to be developed after Pathways Study (LCR Energy Plan/emerging LCR Climate Emergency Plan) Attention on consumption emissions (from goods and imports) and other emissions eg methane.	October 2020 Ongoing
Flood alleviation and response	Continued support to communities and businesses especially those affected by storms and flooding; Development of affordable and effective natural flood management, peatland restoration and other forms of intervention. Maintenance of heatwave contingency plans.	Ongoing as part of essential core business
Other measures Strategies alignment, trade-offs and opportunities	Strategy delivery – Economic Strategy including circular economy progress; Housing Strategy delivery plan; Transport Strategy development; Cultural Strategy; Health and Well-being Strategy; Stronger Communities Together Strategy; Children, Young People and Families Strategy etc	Tracked progress to March 2021.
Health & Well-being and Public Health	Enhanced connections and alignment of Public Health/Environmental Health (core work and projects eg Living Well, Healthy Places (and Clean Air as above) to the Climate and Environment Emergency.	March 2021
Council fleet and staff travel	Implementation of ultra-low emission and electric vehicle fleet conversion and operation, with focus on demand management, routing and logistics. Electric Vehicle Strategy development and delivery with small fleet switched to EV within 5 years. Corporate Travel Plan to be updated, to focus on sustainable travel options for staff, minimising travel, active travel and include ultra-low emission staff travel options. The Travel Plan will continue support for subsidised travel passes, car clubs and smarter work planning.	March 2024
CBMDC – elimination of single-use plastics	Policy approval and progress on the elimination of harmful, conventional ‘single-use’ plastic	Policy in place by October 2020
Landscaping and dedicated green and blue infrastructure	Planned green and blue infrastructure and landscaping delivery of schemes during 2020-21	March 2021

Biodiversity duty/habitat network development and support	<p>Managing habitat change proactively alongside legal habitat protection and enforcement to ensure biodiversity and wildlife protection.</p> <p>Progress Bradford District Habitat Network – working to link key sites and corridors across and beyond the district</p>	March 2021
Procurement – Social Value and active contractor and supplier management	Improvement to procurement to take account of climate and environmental issues in decision making, contract management and monitoring e.g. for fleet upgrade plans for 2024	March 2021
Developer and investor dialogue – eg through proactive contact and planning system (eg Housing and Neighbourhood Design Guide)	<p>Proactive use and monitoring of the positive impact of the Housing and Neighbourhood Design Guide and scheme quality.</p> <p>Alignment with planning policy developments and Core Strategy Partial Review</p>	March 2021
Improved and co-ordinated work with schools	Work with schools – outreach, co-ordination and promotion of key projects and practical involvement of children and young people, teachers and governing bodies.	September 2020 – March 2021
Working with our Partners and Communities		
Creation of district Sustainable Development Partnership	<p>Support and work plan – developing a shared vision and interventions for how the district can cut harmful greenhouse gas emissions over the next 5 to 10 years.</p> <p>Develop sustainable development ambitions, measures and performance with a district focus on positive change.</p> <p>Bradford District – co-ordinated involvement in LCR Climate Coalition 2020-21</p> <p>Development of robust and deliverable district Climate and Environment Strategy, action plan update and resource plan for April 2021</p>	<p>July 2020</p> <p>March 2021</p> <p>March 2021</p>
Work with #TeamBradford partners	<p>Involvement and progress via district sustainable development partnership and/or LCR Climate Coalition</p> <p>Dialogue with parish and town councils and other organisations that have made commitments and are developing practical action.</p>	<p>March 2021</p> <p>Ongoing</p>
Public involvement	<p>Integration into 2040 Vision conversation and development; <i>dedicated consultation and engagement including online presence via Engagement HQ</i></p> <p>Community-led climate action in all 30 wards – as above;</p> <p>Support via People Can & Stronger Communities Together</p> <p>Alignment and integration within Culture Strategy and cultural programming including Bradford2025</p>	<p>October 2020</p> <p>March 2021</p> <p>March 2021</p>

	development and BradfordLEAP	
	Headline events in Summer 2020 including Bradford Science Festival (9-12 July)	December 2020
	Business profiling with Economic Partnership linked to Circular Yorkshire month	November 2020
Working with West Yorkshire Combined Authority and our partner Councils		
Strategic Economic Plan, LCR Transport Strategy and key plans delivery including Zero Emissions Transport and LCR Connectivity strategy	Including LCR Business Support including Resource Efficiency and Circular Economy (Re-Biz Programme) With Transport for the North - Including Northern Powerhouse Rail, Leeds City Region Mass Transit	October 2020
Net Zero LCR and Clean Growth Policy and Action Plan	Net-zero carbon - LCR – leadership support; Partnership work with WYCA Clean growth assessment of major schemes and proposals ; investment appraisal and assurance ; schemes monitoring – in development Carbon / Sustainable Development Assessment approach under development - in development	March 2021
Leeds City Region Energy Strategy and Delivery Plan (ESDP)	Research – WY&NY Pathways study & Zero Emissions Transport Pathways – input into District evidence base Market shaping LA Procurement (Business Rates Pool project, subject to approval) – Council involvement Large scale public sector renewables (SOLAR PV) feasibility (Business Rates Pool project, subject to approval) – Council involvement Other aspects of the ESDP and projects – as Leeds City Region work plan progresses towards LCR Climate Emergency Strategy	June 2020 March 2021 March 2021 March 2021
WYCA - environment and flood resilience	WYCA responded quickly following the incident to offer funding support for these businesses. They have provided a sum of £250k to Bradford, which has been received by Economic Development. The Government subsequently announced its support for areas that had been impacted. To qualify for support, a minimum of 25 residential properties had to be affected. Our eligibility was confirmed 21 st February. As well as support to residential properties, Government is providing businesses with Recovery Grants of £2.5k, grants of £5k to fund resilience measures as well as business rate relief. The costs to the Council for providing this will be recovered from Government. The Council's Economic Development team is currently	June 2020

	<p>supporting businesses to access the recovery grant assistance. Application forms and guidance can be accessed from the Invest in Bradford and main Council websites.</p> <p>Discussions are ongoing with WYCA regarding the funding it has provided. It may be used to fund any grants that are ineligible for Government support and might provide for costs of delivering a Flood Resilience Scheme for businesses.</p> <p>WYCA will be providing larger scale grant support to key businesses that were catastrophically impacted with grants of up to £50,000. This will be funded from the BGP with Growth Managers leading on the assistance to these businesses.</p> <p>LCR Green and Blue Infrastructure Strategy and Delivery Plan – see Working with Nature above</p>	
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Making the Case for Positive Change

<p>a) Communications and Community engagement</p>	<p><i>Enhanced communications and engagement plan, aligned to ward-level community-led climate action and other actions</i> <i>See also Public Involvement as above</i></p> <p>Initial District Climate and Environment Campaign – Spring 2020; Spring Clean Week – April ; World Environment Day June 2020; 2040 Vision events – various</p> <p>Profiling via press and media, West Yorkshire/Leeds City Region, Local Government Association including involvement in the LGA Climate Emergency Network special interest group, APSE and other networks.</p>	<p>July 2020</p>
<p>b) Lobbying and influence</p>	<p>Given the scale of the projects identified in the Leeds City Region ESDP, and scale of the challenge to be outlined in the results of the emissions reduction pathways study, there will be significant financial implications for the Combined Authority and stakeholders/partners. Exploring and securing funding will form a large part of the work the LCR Climate Coalition. More investment is required from Government. A significant amount of money was requested in the City Region’s devolution asks and budget submissions. A devolution deal for West Yorkshire including a significant package of activity and investment in transport infrastructure has been secured as part of the Chancellor’s March 2020 budget.</p> <p>There will be significant resourcing implications for the Council, the Combined Authority and other stakeholders/partners. Exploring and securing resources to deliver the work required will be a key task of the</p>	<p>On-going</p> <p>On-going</p>

	<p>Leeds City Region Climate Coalition.</p> <p><u>Flood response</u> - The Combined Authority is also engaging with central Government to seek match funding towards the city region funding offers. The Government's recent budget provided additional national funding for flood defence and recovery.</p> <p>Work at Yorkshire regional level (climate one of three priorities for regional leaders).</p> <p>Climate Change Risk Assessment (CCRA, 2017) identified priority risks to the UK from a changing climate, further action and support for local government is necessary.</p> <p>Rapid updating and resources are required for progress on the Sustainable Development Goals and on the UK's 2018-2023 National Adaptation Programme.</p>	
Enabling Measures		
Principles and policy development	<p>Approval and subsequent promotion of ambitions, Guiding Principles and Sustainable Development Goals (from Executive 24th March) onwards.</p> <p>Review and updating where necessary of key policies and practices for no-regrets and progressive approach to Council operations and impacts</p> <p>Revised Corporate Risks Management for Climate and Environment Crisis – from Executive and Governance and Audit Committee direction</p>	<p>March 2021</p> <p>September 2020</p>
Research and evidence base development	<p>Continued policy support - with co-ordination through Office of the Chief Executive</p> <ul style="list-style-type: none"> - Summary evidence base - <i>Evidence base and profiling for Climate & Environment risks and GHGs (CO2, Methane and others)</i> - <i>Confirm the district's energy consumption and greenhouse gas emissions reduction pathways and options</i> - <i>Climate impact risks and opportunities - planetary crisis – issues and profiling</i> 	July 2020 (in line with 2040 Vision evidence base; City of Research)
Education, training & skills development Strategy, development and integration	<p>Initial training, education and guidance – materials and sessions</p> <p><i>Scoping and delivery of education and training content and delivery; guidance and training provision for key stakeholders</i></p> <p><i>Further progress on strategy, policy development and continued integration - through 2020-21</i></p> <ul style="list-style-type: none"> - <i>Integrating climate change priorities and targets into all key corporate projects, programmes and strategies.</i> - <i>Integrating climate change into impact & policy appraisal processes.</i> - <i>Ensuring climate change is appropriately addressed within risk management and business continuity processes.</i> 	October 2020

<i>Communications and stakeholder engagement</i>	Dedicated progressive Communications and Engagement Action Plan, aligned to the 2038 Net Zero mission and Living Well with Nature.	June 2020
<i>Delivery Planning and schemes design</i>	To review internally and in the light of the Pathways Study findings and recommendations Other opportunities to develop eg Heritage Buildings; Landscape and off-set funds etc	March 2021
<i>Commissioning & Procurement</i>	Commissioning and procurement are key enablers in the changes needed to be made. Commissioners must re-evaluate the way supplies, services and works are specified, embedding climate and the environment within our contracts and procurers must maximise the tangible social value outcomes that are delivered from procurements.	June 2020
<i>Funding and investment</i>	To progress in 2020-21	March 2021
<i>Intelligence, Monitoring and Analytics</i>	Improved performance management and reporting aligned to refreshed Council Plan 2020-24	September 2020

Appendix 1 - Climate Action and Sustainable Development Baseline Activity

Baseline Indicative Activity and Achievements	
Adaptation	<p>FAS 2 flooding scheme particularly upper Aire catchment work</p> <p>Healthy streets £1m for healthy streets Shipley, we have a further ESIF bid in for a further £1m in the Climate call</p> <p>Highways schemes Canal Road, Hard Ings, Harrogate Road/New Line (using EU INTERREG funding to upscale)</p> <p>Horton Park: climate adaptation project: Horizon 2020 LIFE CRITICAL</p> <p>Junction improvements: Great Horton Road, Toller Lane and Thornton Road. ESIF stage 2 for additional Blue Green interventions bid (£740k)</p> <p>Liveable Cities. Stage 2 of a Horizon 2020 Liveable cities bid which we will be able to use to increase green infrastructure in the Toller/Manningham/Allerton area.</p> <p>Local Development Plan (LDP) All the LDP sites we are working on will have climate adaption built in through additional funding we are leveraging in.</p> <p>North Street –tree planting and Sustainable urban drainage scheme. As part of the North Street highway scheme</p> <p>Pocket parks - Sue Belcher and Riverside Baildon</p> <p>URBACT Liveable cities funding to be part of a team delivering/learning about Blue green infrastructure, climate and health focus</p>
Air Quality	<p>Clean Air Plan and Clean Air Zone in development in partnership with Born in Bradford who will undertake pioneering evaluation of the proposed programme – an initial £4m secured from Government. Schemes will address air pollution and improve health in some of our most deprived communities.</p>
Built Environment	<p>Bradford Homes and Neighbourhoods Design Guide brings together the very latest thinking in housing and urban design and has been developed with a wide range of partners.</p> <p>Environmentally friendly refurbishment. St Georges - St Georges Hall – as part of the upgrade of the building the roof insulation was replaced and improved and this has improved the thermal efficiency of the building.</p>

Housing – energy efficiency measures – insulation/boilers - We assess owner occupiers homes for the hazards of excess cold and excess heat and either require landlords to address the hazards or offer owner occupiers financial assistance (grants or loans) to address them – this can be by improving energy efficiency through insulation and/or improved heating systems. We have a range of financial assistance products including:

- Home Appreciation Loans
- Health and Safety assistance
- Energy Repayment Loans
- Empty Property Loans
- Empty Property Assistance

We inspect privately rented accommodation proactively and reactively and assess homes for hazards including excess cold and excess heat. Landlords are required to comply with minimum standards. Enforcement action under Housing legislation or the Minimum Energy Efficiency Regulations can be taken for non compliance..

Markets – The new market will incorporate Photovoltaic Technology and also some solar thermal heating plus a ventilation strategy that will incorporate summer cooling. The CO2 emissions are predicted to be low and this will be modelled with greater accuracy as the design is finalised. Also there are number of environmental designs that will be introduced as part of the new public market as follows:

- External and internal lighting to be LED technology.
- Adjustable lighting to be dimmed using controllers to compensate for daylight changes.
- Ventilation to be mainly passive and controlled by utilising the natural environment.
- Sunlight to be captured for water heating and power generation.
- Energy efficient means of hot water production.
- Heat recovery ventilation.
- Heat gains and losses kept to a minimum by careful design and selection of materials and shading systems.
- Market to be a ‘tempered ambient’ naturally ventilated buildings with an inside temperature of +/- 5 degrees C.
- Maximising the use of natural daylight to reduce the demand for electrical lighting
- A naturally ventilated building to reduce as much as the use of energy which in turn reduces tenant costs through their service charges.
- Solar Thermal Heating Panels to provide a peak heating capacity of 1850W to supplement the heat pump plant.
- 14 No auto-opening roof vents for internal environmental control
- Roof mounted photovoltaics providing 118KW of energy.
- Rain water harvesting tank for supplying public toilets.

<p>Communications and Engagement</p>	<ul style="list-style-type: none"> ○ 2 no charging points for electrical delivery vehicles. <p>Climate action newsletter established – over 2,000 subscribers to date. You can sign up at the Council’s Stay Connected web page.</p> <p>Community environmental and climate action schemes – budget allocated to support local community projects and engagement.</p> <p>Engaging residents with Habitat Network sites in Wibsey and Royds - Two sites are identified on the Habitat Network map as areas of importance to wildlife as they travel across urban areas searching for food and shelter where it may be in short supply. Focus on Blackshaw Beck & Scaley Hills.</p> <p>Housing – we have a rolling programme of mailouts to owner occupiers promoting financial assistance (loans and grants) to help remove health and safety hazards including excess cold/excess heat.</p>
<p>Council Buildings and Estate</p>	<p>Central Production Unit – Schools catering CPU re-location will significantly lower carbon footprint of activities.</p> <p>Contractors - we specify that suppliers carrying out contracts on Council Buildings and Estate have to work in an environmentally friendly way –generally centred around waste disposal.</p> <p>Energy efficiency programmes</p> <ul style="list-style-type: none"> • Upgrading & installing energy efficient technology including LED lighting, insulation, heating plant, draught-proofing. • Renewable technology – solar photovoltaic, solar thermal and biomass boilers installed across the council estate • Energy audits – in schools to provide helpful advice on reducing energy consumption • Provision of Display Energy Certificates for Council buildings. <p>Management of heating systems</p> <ul style="list-style-type: none"> • Building Energy Management Systems & controls - monitoring & installing advanced, remotely monitored controls to maximise the efficiency of heating plant and to reduce staff mileage • Heating strategy controlling the temperatures of workspaces to minimise GHG emissions • Engagement with staff to help improve staff workplace energy consumption • Energy Performance Certificate / display energy certificates • Provision of DEC’s for Council buildings.

<p>Economic Development</p>	<p>Business Support. The Council's Economic Development Service provides support for businesses with new environmental technology</p> <p>Economic Strategy. Sustainability is a key feature of our economic strategy which pushes the circular economy – local firms leading on this agenda include Yorkshire Water and Tefelt</p> <p>Land sales. Council land sold for development purposes is always sold with a condition that any buildings must meet BREEAM (Building Research Establishment Environmental Assessment Model) level 'Very Good' as a minimum. All units at Baildon Business Park meet this standard.</p> <p>Regeneration – Facilitating and delivering new business/employment and residential developments that focus on the reclamation and redevelopment of brownfield sites, close to existing urban centres and railway stations so as to reduce reliance on remote out of town locations, private car travel and promotes the use of public transport.</p> <p>City Village –proposals to revitalise an area of the City Centre that was the traditional retail and commercial heart of the city by creating a green, traffic free and healthy city living environment that will facilitate the development of 1,000 new homes to accommodate a new community that is less reliant on car use but lives within walking distance of rail/bus transport, shopping, leisure, and work opportunities.</p> <p>One City Park – promoting the delivery of new grade 'A' office accommodation in the heart of the City Centre that is built to the highest sustainable development standards that actively discourages private car use but promotes the benefit of city centre working where businesses and their employees have readily available access to public transport, shopping, leisure and other amenities.</p>
<p>Energy</p>	<p>District Heat Network a new energy network delivering low carbon and low cost heat to city centre buildings. The District Heat Network is an urban central heating system that enables power and heat to be moved between buildings via underground pipes. The plans will see civic, public sector and commercial buildings in Bradford city centre share benefits including: lower price energy, lower carbon emissions, reduced heating costs.</p> <p>Hydrogen - Embracing the opportunities provided by the H21: Hydrogen for the north project. Officers are engaging with different groups across the council and the district to raise awareness of the H21 project and explore potential areas of opportunity.</p> <p>Renewables Increasing the amount of renewable energy and electricity generation on Council estate- We are keen to make the most of our assets for energy generation. The energy market is currently difficult for smaller scale generators due to changes in the</p>

	<p>support mechanisms such as feed in tariffs. This means that systems need to be able to stand alone with only the certainty provided by a minimum energy price agreement such as Contracts for Difference (CFDs). We are therefore reviewing our approach</p> <p>Street Lighting renewal programme (£45m capital investment)</p> <p>White Rose Energy the Council’s domestic not-for-profit energy company. White Rose Energy’s aim is to tackle fuel poverty. The electricity supplied is certified renewable.</p>
Food	<p>Sustainable packaging – Sourced non single use plastic disposable packaging Changed disposable ‘food trays’ to bagasse (which is made from Sugar starch) so is already a biodegradable-product. It is fully compostable & recyclable. The initial roll out has started in 1 Academy and will be rolled out to all other secondary schools before being rolled out across all council sites that has our catering provision.</p> <p>Changed to ‘Zest’ sandwich packaging that contains a cellulose film which doesn’t need separating from the cardboard (as the current mixed content packaging does). These products are fully recyclable & compostable. They will be going live as soon as they are in stock.</p> <p>Increased meal choices including wider range of meat-free options and healthy eating promotion.</p>
Flood Management	<p>Backstone Beck on Ilkley Moor is the site of innovative carbon sequestration work utilising our natural assets. The 2020-21 budget identifies resources for the development of further moorland schemes</p> <p>Harden Moor is a scheme to create natural flood management (building dams and planting trees to alleviate flooding risk)</p> <p>Peat Bog protection and restoration – re-wetting and sphagnum moss planting work to improve and restore important carbon sinks. Peat bog can store up to seven times the carbon of woodland.</p>
Governance	<p>Greenhouse gas Implications has been a required element in all Executive reports since 2011 alongside consideration of sustainability of policy proposals.</p> <p>Single-use plastics scrutiny review</p> <p>Sustainable Development Partnership – proposal to establish a new strategic partnership.</p>

**Green space,
woodlands and
trees**

Bradford Urban Discovery Project (BUD) – a lottery-funded partnership project run by Yorkshire Wildlife Trust and Bradford Council’s Countryside and Rights of Way team with three BUD project areas : Great Horton, Wibsey and Oakenshaw/Low Moor and running activities on key green spaces in these areas

Highway verges of approximately 80% are not intensively mown and this gives space for wildflower and grasses to flourish. (Burley and Wharfedale bypass had intensive work to develop a wildflower verge a number of years ago, which has been very successful)

Nature-friendly parks with reduced mowing is taking place at Peel Park in 2019, some areas are allowed to grow (This has increased wild flower areas and hay, we have stopped spraying and cutting grass under trees which increases biodiversity by improving soil quality, water retention and carbon capture. Northcliffe Park meadow has had elements of this approach of differential grass mowing for the past 10 years. Sports facilities at Marley, Keighley have been developed to be Hedgehog friendly.

Planting trees we have been increasing tree cover on Council land and this has been equivalent to 20 football pitches in recent years, in addition to this in this last 2 years we have felled 8 hectares of woodland and replaced with native tree to the area. Working closely with White Rose Forest on increasing green infrastructure in the LCR and particularly Bradford. We have a Bradford White Rose Forest task group.

St Ives - this winter we are planting one of our pastures as an agroforestry scheme (trees planted at 10 metres apart, which helps tree cover and grass growing as part of diverse landscape).

Sustainable woodland planting schemes, managing the woodlands to the UK woodland assurance standards is in place and we have been awarded accreditation for this work.

Tree Cities of the World: Bradford District became one of the first of five UK cities inducted in to the UN Food and Agriculture Organisation and Arbor Day Foundation Tree Cities of the World initiative. This recognises the city’s commitment to urban forestry and community engagement to realise the many benefits of urban tree planting.

A tree for every primary school child resource commitment in 20-21 budget

Tree planting opportunities mapping: identified 623 sites covering a gross area of 2,990 hectares of Council-owned public green space and agricultural land. Work is now under way to identify and design planting schemes to help lift tree cover in the district from 12.5% to 19% equivalent to ~6% of the district. Identified 15,853ha of private grassland that could be converted to silvo-pastoral (agroforestry) system and accommodate ~1.6m trees.

	<p>Tree planting: 14,600 trees (whips) planted across 7 sites (~6.2ha) (can average carbon capture of ~13.34tCO₂/year). These sites planted without plastic tree guards, ties, stakes or herbicide. Tree planting has been carried out on Bradford Council land in partnership with Trees for Cities, BEAT-Forest of Bradford, Baildon Town Council, YorGreenCIC</p> <p>Victoria Park 40k of tree planting and scoping other opportunities in the area.</p> <p>Landscape Projects: City Connect 2 cycleway and walkway , including tree planting along the route; Mayfield Centre (February start) – play area, planting, meadow, access ; Canterbury Ave (Feb start) – street trees 46 x heavy standards; Kettlewell Snicket (March start) – access, artworks, small amount of planting and encouraging walking to school; Burnett Ave (March start)-small pocket park, access works, doorstep play; The Roughs (March start)-path works, access and tree planting, some artworks; Festival of Trees (March start) tree planting in front gardens on Canterbury Ave (hoping for 50 trees min take-up) – routes to school improvements to encouraging walking; The ARC (March start) boundary works, playful spaces, tree planting, improved street aesthetic. Stocks Lane Multi-user Games Area Pocket parks; Hirstwood Nature Trail; Sue Belcher Community Centre; Scotchman Road Local Delivery Pilot JU:MP; Better Place Bradford; New Street/Urban Trees at Hard Ings Keighley and at Wakefield Road Tree Planting Shipley, Streets for People (Consultation) Transforming Cities Fund Visuals; Shipley and Canal Rd Improvements BSRIS Visuals; Ilkley Moor Video Editing, Be Aware Campaign Green Mile Girdlington; Surfacing/Paving works Saltaire; Girdlington Environmental Mapping</p>
HR & Workforce	<p>Climate Action Network – staff network established of people working on sustainability, climate action and related issues – promoting information sharing, co-ordination and best practice.</p> <p>Cycle to work (facilities for cyclists in a number of Council buildings including City Hall and Sir Henry Mitchell House) discounts on bikes and equipment</p> <p>Engagement with staff to help improve staff workplace energy consumption</p> <p>Home working – Council supports home working arrangements. For example, Contact Centre - 40 members of staff are set up to work flexibly. Of those, 16.5 work primarily from home. This enables a significant reduction in transport emissions from commuting and has also seen productivity gains.</p> <p>Metro cards/metro travel - Pool Metro cards (like an individual Metro card but for use by departments)</p>
Leeds City Region	Climate Coalition and Energy Strategy delivery with Bradford contributions and benefits

	<p>Collaboration on Energy Strategy/decarbonisation research, projects and investment planning including support to Bradford firms on resource efficiency and cost savings.</p> <p>Public Transport continued support for services, development and investment.</p> <p>Major focus on subsidised bus and train travel for those that need it most.</p>
Procurement	<p>Procurement procedures give an opportunity for suppliers to demonstrate their commitment to climate action as part of their social value offer above the measures that the Council is specifying which is evaluated, scored and made contractual.</p>
Schools	<p>Clean Air Day - Three primary schools in Shipley have launched a joint initiative to ask parents, carers and other drivers to switch off their engines when waiting in vehicles on roads near the three schools. The three schools, Saltaire Primary School, Wycliffe Church of England School and Shipley Church of England School are all sited near busy roads with high or illegal levels of Nitrogen Dioxide (NO₂). The schools have been working with the campaign group Clean Air Bradford to raise awareness of the air pollution problem around the schools and to look at ways that the school communities can take action to protect the children’s health. The group, which was inspired by the “no-idling” campaign at Myrtle Park Primary School in Bingley, received local funding to print banners and fliers for the schools to use.</p> <p>Eco Awards – A number of Bradford Schools have been awarded Eco Awards from Eco Schools (https://www.eco-schools.org.uk/). Awards are given to schools for their work in empowering children to drive change and improve their environmental awareness.</p> <p>Energy Heroes – hundreds of children from 20 schools across the District have joined the Energy Heroes project which uses maths to explore issues of climate change and energy use. The project is delivered in partnership with Northern Grid.</p> <p>Solar energy – support for schools to get solar including schemes at Beckfoot Multi Academy Trust and Glenaire Primary in Baildon.</p>
Transport & Connectivity	<p>Buses. £17m approx annual bus subsidy (through WYCA)</p> <p>Cycle Superhighways – Leeds/Bradford, Bradford/Shipley, Church Bank to Forster Square railway station to promote rail use and reduce road traffic; Off Road Cycle way along Valley Road now available which is well used by cyclists and will attract more away from using cars</p> <p>Car Club Expansion of the districts car club scheme during 2020, the new vehicles are available for the public &</p>

	<p>business to use. The new vehicles aim to be sited to develop mini mobility hubs within our car parks as they will be sited adjacent to new EV charge points. Bradford Council staff can also access the vehicles for business travel.</p> <p>Electric Vehicles and infrastructure. Resources allocated to expand Council EV Fleet; district EV strategy developed. Increasing the proportion of Electric Vehicle (EV) / hybrid vehicles in use in the Council fleet and supporting the roll out of EV charging points across the district to help promote uptake of electric vehicle use.</p> <p>Award winning policy for EV Chargers to be standard as part of our planning conditions –for major new housing schemes. This is already standard but may need updating in 2020/21 to reflect national policy changes.</p> <p>Installing rapid chargers WYCA / Taxi scheme</p> <p>Managing current network of EV charge points (10 sites)</p> <p>Fibre networks working with West Yorkshire partners to deliver New fibre networks resulting in 98% - 99% of West Yorkshire home and business premises having access to at least 30mbps broadband. It is anticipated that this will impact/reduce the need for travel.</p> <p>Great Northern Railway Trail to a bridleway both attracting current road vehicle users and reducing CO2.</p> <p>Hard Ings scheme Keighley - secured £120k of green infrastructure funding.</p> <p>Liftshare – Relaunch of Liftshare the West Yorkshire Car Sharing platform.</p> <p>Mass Transit – pursuing ambitions to develop new low carbon system across West Yorkshire</p> <p>Northern Powerhouse Rail – on-going campaign to secure high speed NPR stop in Bradford City Centre.</p> <p>Queensbury Tunnel supporting green cycleway campaign</p> <p>Transforming Cities Fund – Pedestrianisation, Park and Ride), Cycling routes - Local Cycling Walking Infrastructure (LCWIP) – City Centre sector to South Bradford – mode transfer from private cars to cycling.</p>
Waste Management	<p>Garden Waste – successful garden waste charging scheme,</p> <p>Recycling Increased recycling (15% increase in recycling tonnage collected in 18/19) (i.e. better use of resources); shift to alternate weekly collections.</p>

Recycled paper in workplace printers

Re-use – New to You shop opened Bowling Back Lane – generating income and cutting materials entering the waste stream.

Waste management – 202/21 budget allocation for work on waste reduction and elimination with local businesses.

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Appendix B

Bradford Sustainable Development Partnership Terms of Reference – March 2020

1. Name

The name of the Partnership will be “Bradford Sustainable Development Partnership”, referred to as “The Partnership”.

2. Principal Purpose

Firstly the Partnership brings together business leaders, key organisations and the Council to catalyse change towards sustainable development: promoting or improving the environmental, social and economic well-being of the District (ref Local Government Act 2000).

Secondly the Partnership is the environment strategic partnership in Bradford District, governed by the CBMDC’s Health and Well Being Board (HWBB), which leads the family of linked strategic partnerships through which we collectively deliver the shared outcomes of the Bradford District Plan. The Partnership is responsible for providing cross-sector, evidence-based advice and assessment on progress and issues on:

- reduction in greenhouse gas emissions, arising from both production and consumption within the District;
- improvement in other key environmental outcomes, measures and metrics;
- adaptation and risk management addressing climate, environment and related risks;
- contribution to health, social inclusion and well-being;
- development of a more circular, productive and inclusive economy;
- alignment of outcomes of the above.

3. Principal Duties

- 3.1 To act as a strategic partnership with a proactive, entrepreneurial *modus operandi* promoting and supporting sustainable development planning, initiatives and delivery across the district.
- 3.2 To oversee effective response across the District to the declared climate emergency: supporting and advising the HWBB regarding climate, environment and related risks and opportunities facing the District and providing a strategic link between Bradford and the Leeds City Region Climate Coalition, WYCA and the city region LEP.
- 3.3 To help decision makers across the District to better understand the impact of their policies on sustainability and how sustainable development can make their policies more effective.
- 3.4 To promote a collaborative, solutions approach for planning and delivering effective interventions and investment through partnership, to deliver

environmental, social and economic well-being of the District as targeted outcomes.

- 3.5 To ensure engagement with Children and Young People across the District in line with the ambition to be a Child Friendly District, working with Born in Bradford to elicit their hopes and fears, ideas and concerns, making these a transparent contribution to the District’s Sustainable Development ambitions. This will require partnership work and specific funding.
- 3.6 To support and promote initiatives (e.g. Circular Bradford/Circular Yorkshire, Green Britain etc) to support the new economy, especially for young people to aspire to rewarding careers and gain appropriate skills that enable them to fulfil their potential in the new green economy.
- 3.7 To oversee the production and delivery of the Sustainable Development action plan for the District resourced by CBMDC, by
 - Working with partners to develop a clear set of ambitions and delivery framework outlining key actions, responsible organisations, resources and timescales
 - Establish and report key performance Indicators
- 3.8 To contribute to the development and delivery of the key outcomes within the Bradford District Plan, through being one of the District’s strategic delivery partnerships;

Strategic Delivery Partnerships	Ownership of Outcomes
Health and Wellbeing Board	<ul style="list-style-type: none"> • Better health better lives
Economic Partnership Board	<ul style="list-style-type: none"> • Better skills, more good jobs, and a growing economy • Decent homes that people can afford to live in
Safer Stronger Communities Board	<ul style="list-style-type: none"> • Safe, clean and active communities
Children’s Trust Board	<ul style="list-style-type: none"> • A great start and good schools for all our children
Sustainable Development Partnership – advisory	<ul style="list-style-type: none"> • Living within environmental limits • Achieving a sustainable economy • Promoting social wellbeing

- 3.9 To support delivery of the District Plan by;
 - Drawing on the expertise of the private, public and third sector to plan interventions and investments that achieve ambitious climate and environmental goals while improving the quality of life for people and creating a more productive and efficient economy.
 - Encouraging joint working, finding opportunities for synergies in promoting and improving environmental, social and economic well-being of the District by coordination of policy and delivery between partners.
 - Aligning partnership activity to deliver the District Plan and environmental priorities, as well as ensuring delivery against statutory obligations assigned to the strategic delivery partnerships.

- Promoting the delivery and performance management of the main climate and environment aims and outcomes set out in the District Plan and providing objective advice to the scrutiny processes.
- Monitoring and promoting the sustainable development impact of the delivery of the District Plan outcomes.

3.10 The Partnership will;

- Provide objective advice to the scrutiny processes of sustainable development outcomes as set out in the District Plan;
- Take responsibility for delivery of specific, agreed pieces of work on behalf of the Health and Wellbeing Board which acts as the senior strategic partnership;
- Determine the need for, and the work programme of, any delivery groups that report to them and actively monitor and manage these work programmes;
- Carry out reviews to ensure that delivery groups are fit for purpose.

4. Membership – tbc (see separate list)

4.1. The Partnership Board shall consist of:

- a) An independent Chair
- b) An independent Deputy Chair
- c) A representative number of private sector/business at CEO or MD level to achieve an employer-led balance and bring the right skills to the Partnership to support its purposes
- d) Councillors as the District's democratically accountable leaders to represent portfolios and political groups.

4.2 The Partnership will be able to co-opt further members to the Board, as required e.g. representatives of voluntary bodies with relevant specialist expertise.

4.3 Named alternates can be provided for the members of the Partnership Board by agreement with the Chair.

4.4 There will be an explicit expectation that members of the Partnership Board will be making substantial contribution in kind to the work of the Partnership outside of the Board meetings, e.g. leading or participating in Task and Finish groups or sub-groups, secondment of experts, sharing of 'best practice'.

5. Meetings of the Board

5.1 Meetings will take place four times a year.

5.2 Each Member of The Board will have a vote though agreement on matters considered by The Board will generally be by consensus. Further persons co-opted by The Board will be non-voting unless the terms of reference are amended by Council.

6. Quorum

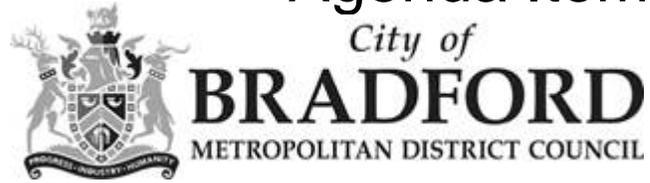
- 6.1 The Chair or Deputy Chair plus one third of Board members will form a quorum, with at least one representative from the Council, one business representative and one other business or organisation representative.

7. Governance

- 7.1 The work of the Board shall be reviewed by the Health and Wellbeing Board.
- 7.2 Direct reporting Task and Finish or Sub-groups can be appointed, as needed, to progress the Partnership's priorities.
- 7.3 Clear reporting arrangements shall be put in place for each sub-group or Task and Finish group that reports directly or indirectly to the Board.
- 7.4 The Partnership will take direction from and is responsible to the Health and Wellbeing Board for delivering agreed District Plan outcomes and other strategic priorities. It will report their progress against these outcomes to the Health and Wellbeing Board on an annual basis.
- 7.5 The working arrangements between the Sustainable Development Partnership and the HWBB are to include;
- Participation in an annual conference – to support alignment, review delivery of outcomes and agree and align forward plans
 - Twice yearly meeting of the chairs of the strategic delivery partnerships for horizon scanning and placement of cross-cutting themes
 - Quarterly meetings of the lead support officers of each strategic delivery partnership to generate an integrated progress report and coordinate forward plan.
 - The agendas of the Health and Wellbeing Board will include a quarterly focus on one of the outcomes in the Bradford District Plan. The Sustainable Development Partnership contribution to this will cover three key measures:
 1. Progress with decarbonisation across the District in support of the Leeds City Region ambition to achieve net zero carbon by 2038 with significant progress by 2030
 2. Progress with adaptation and enhanced resilience in relation to key climate and environmental risks.
 3. Interventions and investment to create a sustainable economy and responsible practices across key partners and sectors.

8. Review

- 8.1 The Partnership is recommended to review these Terms of Reference on a 12 monthly basis



Report of the Chief Executive to the meeting of Executive to be held on 24 March 2020

BG

Subject:

Devolution Deal for West Yorkshire - Review of Governance Arrangements

Summary statement:

On the 11th March 2020, the Chancellor announced a “minded to” Mayoral Devolution Deal for the West Yorkshire area (which covers the Local Authority areas of Leeds, Wakefield, Kirklees, Calderdale and Bradford).

This devolution deal unlocks revenue and capital funding worth £1.8 billion over the next 30 years. It follows similar deals in metropolitan areas including Greater Manchester and the West Midlands and will be the largest per person deal to date. The deal includes commitments on transport, business support, skills, innovation and tackling climate emergency.

Specific commitments for Bradford District include:

- An additional £500,000 in direct funding to help Bradford Council develop a masterplan for Bradford city centre, maximising regeneration opportunities from Northern Powerhouse Rail.
- A package of measures to transform Bradford City Centre through pedestrianisation, new cycle infrastructure and better access to Bradford Interchange
- A new park-and-ride for South Bradford providing alternative access to the city centre and key employment sites
- Support for an ActEarly research hub (building on the Born in Bradford work at Bradford Royal Infirmary) which focuses on early interventions in childhood health to improve lives and opportunities for children and their families.

The proposed deal from the Government requires a number of governance changes . It is required that there will be a directly elected Mayor for West Yorkshire to be elected by May 2021. It will also unlock a number of central Government powers and funding to allow more local and accountable decision making. There are now a number of governance steps to take to ensure we can take advantage of this deal. This report outlines the next steps of this process

This report seeks members endorsement to the “minded to” Deal. It also seeks authority for a statutory Review to be undertaken jointly by Constituent Councils and the Combined Authority, and for a further report to be prepared in due course to include a draft Scheme for consideration (subject to the outcome of the Review).

This report has not been included on the published forward plan as an issue for consideration as it relates to a Government announcement that was under embargo until the 11th March 2020. As it is impractical to defer the decision until it has been included in the published Forward Plan the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council’s Constitution.

Kersten England
Chief Executive

Portfolio:

Leader of Council and Corporate

Report Contact: Phil Witcherley
Phone: (01274) 431241
E-mail: philip.witcherley@bradford.gov.uk

Overview & Scrutiny Area:

Corporate

1. SUMMARY

The West Yorkshire “minded-to” Devolution Deal announced in March 2020 offers the opportunity for the region to receive functions and funding additional to that received under previous Deals in return for adopting the model of a directly elected Mayor by May 2021. The Deal has the potential to benefit the region by unlocking central government funding and powers to allow more local and accountable decision making.

2. BACKGROUND

2.1 The “minded -to” Deal is the starting point leading ultimately to the adoption of a mayoral combined authority model with additional functions which will require an Order of the Secretary of State. Each council and the Combined Authority will need to agree specific actions as part of the statutory procedures which must be followed before the Secretary of State may grant such an Order. These are set out in more detail below, but include carrying out a statutory Review of constitutional arrangements and functions for the proposed electoral area and preparing and adopting a Scheme which will then go out to public consultation. Councils will subsequently have the opportunity to consider the representations received before deciding to submit the Scheme to the Secretary of State setting out proposed arrangements, along with a summary of consultation responses. The consent of each council and the Combined Authority will subsequently be required to the making of the Order.

2.2 This report seeks members endorsement to the “minded to” Deal. It also seeks authority for a statutory Review to be undertaken jointly by Constituent Councils and the Combined Authority, and for a further report to be prepared in due course to include a draft Scheme for consideration (subject to the outcome of the Review).

3. OTHER CONSIDERATIONS

3.1 Information

3.1.1 The Deal will devolve a range of powers and responsibilities to the West Yorkshire Combined Authority, supporting the region to drive economic growth and prosperity within its communities and across the North of England. It will build upon the area’s history of collaboration to maximise this investment and increase its contribution to national economies.

3.1.2 The Local Authorities of the West Yorkshire Combined Authority and Government have agreed an initial devolution deal which will provide powers and funding to enable the region to make progress as a significant step forward towards achieving that ambition.

3.1.3 The City Region partnership has grown and strengthened over more than a decade, from the Leeds City Region Leaders Board to the West Yorkshire Combined Authority working with the Leeds City Region Local Enterprise Partnership (LEP).

3.1.4 The West Yorkshire Councils and Leeds City Region LEP secured the area's City Deal in 2012 and a £1bn Growth Deal in July 2014. This success has enabled the City Region to make a strong start:

- bringing close to £3 billion public and private sector investment into the region to boost growth and jobs
- set to create 20,600 jobs and add £2.1 billion a year to the economy by 2031
- putting in place a £1 billion package of transport investment to upgrade transport links, making it easier for people and businesses to get around
- helping 4,800 businesses to grow since 2011, unlocking close to half a billion pounds of private sector investment
- creating over 4,300 work opportunities for young people aged 16-24, including 3,837 apprenticeships adding an expected £1.4 billion to the economy by 2020 as a result of work over the past four years.

3.1.5 West Yorkshire's ambition is to go much further to address historic and emerging challenges, including the need to improve air quality and tackle the climate emergency. With a population of over 2.3 million people and a GVA of over £55bn p.a., West Yorkshire offers enormous potential. Sizeable parts of West Yorkshire enjoy a great quality of life, good wages, and lower living and housing costs, and for many the region is a great place to live, work, visit and invest. But substantial long-term investment and greater powers are needed, to tackle the challenges facing the region, and to harness its huge economic opportunity for the benefit of people in the region and for the whole UK.

3.1.6 The West Yorkshire deal will unlock significant long-term funding and give the region greater freedom to decide how best to meet local needs and create new opportunity for the people who live and work there. This agreement is the first step in a process of further devolution. The Government will continue to work with West Yorkshire on important areas of public service reform and infrastructure investment, to support inclusive economic growth in towns, cities and rural areas whilst tackling the climate emergency

3.1.7 The following section of the report provides a summary of the key elements of the "minded-to" Deal in terms of key devolved powers and funding commitments; a description of the mayoral combined authority model; the process for its establishment and to provide for other associated changes set out in the Deal; the Review geography and scope; and the key elements of any subsequent Scheme. A copy of the Deal is attached as **Appendix 1** to this report.

3.2 **Deal proposals**

3.2.1 The devolution deal includes the following headline commitments:

- £38m for 30 years into West Yorkshire Investment Fund with a 25%/75% capital/revenue split
- Government commitment to work with West Yorkshire to develop modern mass transit system through access to a new five-year integrated transport settlement

- £317m from the Transforming Cities Fund to dramatically improve access to public transport, cycling and walking
- Access to bus franchising powers
- Control of the £63m annual Adult Education Budget for West Yorkshire to closer align spending on skills to the opportunities and needs in the local economy
- A £25m heritage fund to support the development of a British Library North in Leeds
- £500,000 of Government funding to support masterplanning in Bradford City Centre to maximize regeneration opportunities from Northern Powerhouse Rail
- £75,000 to support the creation of a Digital Skills Partnership
- The creation of a West Yorkshire Mayor to be elected in May 2021
- A commitment to work towards policing and crime powers to be transferred to the Mayor in 2024.
- Government commitment to engage with the Combined Authority on priorities emerging from the Future Ready Skills Commission
- Access to the Government's new Brownfield Regeneration Fund to support housing growth and £3.2m to support the development of a pipeline of housing sites across West Yorkshire.
- £200,000 funding to support the work of the Yorkshire Leaders Board

3.2.2 Under the deal, West Yorkshire Combined Authority would retain its current powers in relation to economic development, regeneration and transport functions (with the Mayor taking responsibility for preparing the transport plan and strategies). Working with the Mayor, these will be strengthened with additional powers as set out in legislation:

- Finance – power to borrow up to an agreed cap for non-transport functions
- Adult education and skills functions
- Economic development – duty to prepare an assessment of economic conditions
- Housing functions relating to compulsory purchase (subject to the consent of the constituent council affected by the exercise of the function), plus provision of housing, land acquisition and disposal, and development and regeneration of land
- Transport powers to set up and coordinate a Key Route Network on behalf of the Mayor (unless otherwise agreed locally, all operational responsibility for Key Route Network roads will remain with the constituent councils)
- Powers to collect contributions from utility companies for diversionary works needed as a result of highways works carried out on the Key Route Network
- Powers to operate a permit scheme designed to control the carrying out of works on the Key Route Network
- The Combined Authority will be able to seek consent to raise a Strategic Infrastructure Tariff.

3.2.3 The directly elected Mayor for the West Yorkshire Combined Authority would autonomously exercise their new functions with personal accountability to the electorate, devolved from central Government and set out in legislation. These functions will be:

- The functional power of competence
- Housing and planning
 - i. Statutory spatial planning powers to produce a spatial development strategy; exercisable with the unanimous consent of the constituent authorities
 - ii. Power to designate a Mayoral Development Area and then set up a Mayoral Development Corporation (subject to the consent of the council in whose area this would apply)
 - iii. Housing and land acquisition powers (subject to the consent of the council in whose area this would apply) to support housing, regeneration, infrastructure and community development and wellbeing.
- Finance:
 - i. Power for the Mayor to set a precept on council tax to fund Mayoral functions (resulting from the setting of the Mayoral budget as set out below),
 - ii. Power to charge business rate supplement (subject to ballot)
- Transport
 - i. Power to draw up a local transport plan and strategies (The Combined Authority will be able to amend the Mayor's transport strategy if a majority of members agree to do so)
 - ii. Power to request local regulations requiring large fuel retailers to provide Electric Vehicle charging points
 - iii. Bus franchising powers
 - iv. Ability to pay grants to bus service operators
- Police and Crime Commissioner functions from the Mayoral election in 2024

3.3. **Mayoral combined authority model**

- 3.3.1 To secure the functions and funding set out above, the Government requires a mayoral combined authority to be established and the election of a directly elected Mayor by 2021 for the area of the 5 West Yorkshire authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield (the Constituent Councils).
- 3.3.2 As reflected in the Deal, the proposed Mayoral Combined Authority would provide local accountability and exercise decision-making including over newly-devolved functions and funding in relation to transport, skills, economic development and regeneration, and allow for strategic prioritisation across the Combined Authority's area and integrated policy development.
- 3.3.3 **Appendix 2** outlines the key features of any mayoral combined authority.
- 3.3.4 Paragraphs 11-29 of the Deal (Appendix 1) include the proposed constitutional arrangements. Key features of the constitutional arrangements are:

- **Membership:**

Voting members to include:

- i. The elected Mayor
- ii. Five elected members, one appointed by each of the five Constituent Councils
- iii. Three elected members agreed by the Constituent Councils to reflect the balance of political parties across the Combined Authority area

In addition there will be:

- i. An elected member appointed by the City of York Council (which will remain as a non-constituent member of the West Yorkshire Combined Authority)
- ii. The Chair of the Leeds City Region LEP

These members will be non-voting unless the Combined Authority resolves to give them a vote on any issue.

- **Voting arrangements in relation to non-mayoral functions:**

The Mayor will have one vote as will all other voting members of the Combined Authority. Any questions that are to be decided by the Combined Authority are to be decided by a simple majority of the members present and voting, unless otherwise provided for in legislation. Where the decision relates to a new function which the Combined Authority acquires pursuant to the Deal, or where required by the Authority's constitution, that majority must include the vote of the Mayor.

In addition, for the following decisions the majority of members must include the consent of three of the five members for the Constituent Councils (but not that of the three additional Constituent Council members appointed for political balance):

- i. Approving the Combined Authority's budget (excluding decisions which relate to the Mayor's budget)
- ii. Setting a levy.

- **Constraints on the Mayor's decision-making**

The Mayor will be required to consult the Combined Authority on their strategies, and this will be subject to the following specific conditions:

- i. The spatial development strategy will require the unanimous consent of all five members for the Constituent Councils (but not that of the three additional Constituent Council members appointed for political balance)
- ii. The Combined Authority will be able to amend the Mayor's budget if five eighths of the members agree to do so;
- iii. The Combined Authority will be able to amend the Mayor's transport strategy if a majority of members agree to do so.

3.4 **Process**

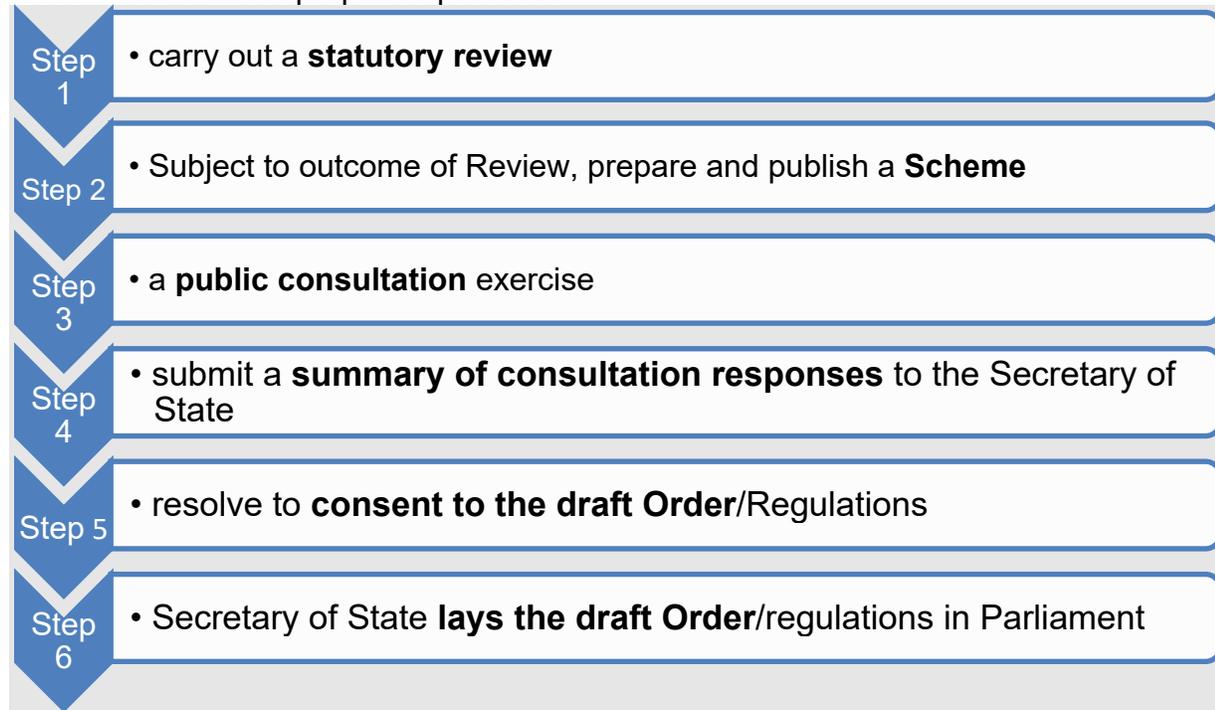
3.4.1 The Local Democracy, Economic Development and Construction Act 2009 (the 2009 Act) sets out statutory processes to be followed before any Order is made to:

- a) adopt a mayoral combined authority model
- b) provide for the Mayor to carry out and delegate mayoral general functions
- c) provide for the joint exercise of general functions by the Mayor
- d) change the constitutional arrangements of a Combined Authority (voting, membership)
- e) delegate Secretary of State functions to the Combined Authority, and
- f) delegate local authority functions concurrently to the Combined Authority.

3.4.2 Each aspect listed in 3.4.1 above has a specific statutory procedure to be followed. In addition, the consent of each Constituent Council and the Combined Authority is required to any Regulations giving the Combined Authority powers to borrow for non-transport functions.

3.4.3 It is proposed that the process set out in the flow chart below is followed. This process addresses all statutory procedural requirements, facilitates an understanding of the overall impact of the changes, and maximises engagement with stakeholders including the public. Further details about each step are set out in [Appendix 3](#).

3.4.4 Flow chart of proposed process:



3.4.5 **Appendix 4** to this report is a **timeline** which outlines the main decisions and estimated timescales involved in obtaining the necessary secondary legislation to implement the 2020 Deal. Significant parts of the process are outside of the control of the Constituent Councils and the Combined Authority (the Secretary of State drafting the Order and placing it before Parliament).

3.4.6 The proposals in this report do not include any proposals to progress at this time, the transfer of either PCC functions or fire and rescue functions to the Combined Authority. However, the Deal anticipates that responsibility for PCC functions will be taken on from 2024, but this will be subject to a separate statutory process.

3.5 **Review Area**

3.5.1 The proposed area of the Review is the Combined Authority's area, namely the area which comprises the Constituent Councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield. It is proposed that the Combined Authority jointly carries out the review with the Constituent Councils.

3.5.2 Options to enable wider collaboration will be explored as part of the Review, including the wider City Region, Yorkshire and the North.

3.6 **Carrying out the review and preparing a draft Scheme**

3.6.1 It is proposed that the Combined Authority's Managing Director, in consultation with the Chief Executive of each Constituent Council carries out the Review on behalf of the Constituent Councils and the Combined Authority.

3.6.2 It is also proposed that the Combined Authority's Managing Director be asked to prepare a draft Scheme for consideration by the Constituent Councils and the Combined Authority, subject to the outcome of the Review. It is proposed that a project group of officers drawn from the Constituent Councils and the Combined Authority contribute to the Review and to drafting the Scheme. The project group will be multi-disciplinary and provide expertise including on transport, economic development, and other relevant functions.

3.7 **Review scope**

3.7.1 The Review will be required to test the proposition, including by drawing on evidence from stakeholders, that any Order relating to the proposed constitutional arrangements or conferral of functions to the Combined Authority would be likely to improve the exercise of statutory functions.

3.7.2 Specifically, the Review would need to consider the relevant systems, structures and procedures that are in place across the area to make decisions, set strategy, manage delivery, assess performance and report on progress. Analysis of options (such as leaving existing governance unchanged, strengthening or restructuring existing governance arrangements, or adopting a mayoral combined authority model) would be undertaken.

3.7.3 Any final report of the Review process which concludes that the proposed revised constitutional arrangements and the additional functions proposed to be exercised

by the Combined Authority would be the most beneficial option in terms of improved outcomes would in effect provide the business case for the mayoral combined authority arrangements. It would inform the preparation of a Scheme of governance.

3.8 **Scheme**

3.8.1 The Scheme would form the basis for a revised Order establishing the mayoral combined authority. It would contain information on:

- proposed membership, voting and any other constitutional arrangements;
- functions to be conferred on the mayoral combined authority and how they are exercised, that is, by the Combined Authority, concurrently with Constituent Councils or by the Mayor (including any constraints or limitations to the Mayor's powers);
- any changes to the way in which the Combined Authority will be funded, including power for the Mayor to issue a precept, or prudential borrowing powers for functions other than transport;
- practical arrangements, including any property transfers and ensuring transparency via enhanced scrutiny arrangements.

3.8.2 It will be important to ensure that any revised sub-regional arrangements secure and enhance effective working arrangements between the Mayoral Combined Authority and the Constituent Councils and their democratic arrangements, to facilitate a joined-up and collaborative approach to policy, delivery and decision-making.

3.9 **Next Steps**

3.9.1 With regard to next steps, it is proposed that (subject to the outcome of the statutory Review) a draft Scheme is prepared for consideration by Constituent Councils and the Combined Authority before the wider public consultation and with business and other stakeholders. It is proposed that there is one consultation exercise co-ordinated by the Combined Authority, but that this is led by each council in relation to their district. Following this, a summary of consultation responses will be brought back to the Constituent Councils and the Combined Authority to approve before the Scheme is submitted to the Secretary of State.

3.9.2 Details of the Scheme would then be embodied in the draft statutory Order to establish a mayoral combined authority, and consents sought in due course from each of the Constituent Councils and the Combined Authority in respect of the draft Order and any related Regulations.

4. **FINANCIAL AND RESOURCE APPRAISAL**

The Deal includes a number of flagship funding arrangements including £38m for 30 years into the West Yorkshire Investment Fund, £317m from the Transforming Cities Fund and control over the £63m annual Adult Education budget. The implications of these and the other funding provisions contained within the Deal will be considered as part of the Review and subject to future reports.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The revised governance arrangements will be as detailed in the Order to be made by the Secretary of State once the review and consultation exercises have been carried out. Any risks which flow from the additional functions and resources will be managed in accordance with the governance arrangements and the overview and scrutiny arrangements which will apply.

6. LEGAL APPRAISAL

- 6.1 It is proposed that this decision is exempt from call-in on the grounds of urgency as any delay caused by the call-in process would prejudice the Combined Authority's and Constituent Councils' interests as delaying the start of the statutory Review process would have a significant detrimental impact on the proposed timeline set out in Appendix 4.
- 6.2 Statutory processes need to be followed, before any Order or regulations may be made to implement the Deal.
- 6.3 S101(5) Local Government Act 1972 provides that two or more local authorities (defined to include a Combined Authority) may discharge any of their functions jointly and may arrange for the discharge of those functions by an officer of one of the authorities.

7. OTHER IMPLICATIONS

Not applicable.

7.1 EQUALITY & DIVERSITY

A mayoral combined authority model with its additional functions and funding will enhance the area's ability to address issues of equality and diversity.

7.2 SUSTAINABILITY IMPLICATIONS

As part of the Deal text, the Government has welcomed West Yorkshire's commitment to becoming a net zero carbon economy by 2038, with significant progress by 2030. Although there are no immediate implications on Clean Growth arising as a direct result of the report, the Review and Scheme to be commissioned and considered and consulted upon will look at the potential for Mayoral Combined Authority governance arrangements to deliver West Yorkshire's clean growth ambitions.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable.

7.4 COMMUNITY SAFETY IMPLICATIONS

Not directly applicable.

7.5 HUMAN RIGHTS ACT

Not applicable.

7.6 TRADE UNION

Not applicable.

7.7 WARD IMPLICATIONS

Not applicable.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

Not applicable.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

Not applicable.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Not applicable.

8. NOT FOR PUBLICATION DOCUMENTS

Nil.

9. OPTIONS

The options are to either support the proposed 'minded to' Devolution Deal or not.

10. RECOMMENDATIONS

10.1 To note and endorse the Deal agreed and attached as Appendix 1 to this report.

10.2 To agree that City of Bradford Metropolitan District Council should be party, together with the four other Constituent Councils of Calderdale, Kirklees, Leeds and Wakefield and with the Combined Authority to a review of the Combined Authority's constitutional arrangements and of the functions carried out by the Combined Authority over the Combined Authority's area, as set out in paragraph 2 of this report and pursuant to S111 of the Local Democracy, Economic Development and Construction Act 2009.

- 10.3 To authorise the Chief Executive, in consultation with the Chief Executive of the other Constituent Councils and the Managing Director of the Combined Authority, to carry out the Review on behalf of each Constituent Council and the Combined Authority.
- 10.4 To authorise the Chief Executive, in consultation with the Chief Executive of the other Constituent Councils and the Managing Director of the Combined Authority to prepare a draft Scheme for consideration by the Constituent Councils and the Combined Authority, subject to the outcome of the Review.
- 10.5 To note the provisional timetable set out in Appendix 4 to this report and the next steps including, if appropriate, the submission of a summary of the consultation to the Secretary of State by the end of July 2020, so that a mayoral combined authority model and associated changes may be adopted and implemented by May 2021, as set out in the Deal.
- 10.6 To resolve that this decision is exempt from call-in on the grounds of urgency, for the reasons set out in paragraph 6.1 of this report.
- 10.7 To authorise the Chief Executive in consultation with the Leader to take any necessary steps/decisions in the exceptional circumstances where there is disruption/cancellation of decision making Executive/Council meetings up until but not including the decision to give required consent to an Order (step 5 of para 3.4.4 above).

11. APPENDICES

Appendix 1 – Deal

Appendix 2 – Key features of a mayoral combined authority

Appendix 3 – Proposed process

Appendix 4 – Timeline

12. BACKGROUND DOCUMENTS

There are no background documents referenced in this report.

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West Yorkshire Devolution Deal

Subject to ratification of the deal by all partners and the statutory requirements referred to within this document, including the consent of all councils affected and parliamentary approval of the secondary legislation implementing the provisions of this Deal.



Signature page



.....
The Rt Hon Rishi Sunak MP
Chancellor of the Exchequer



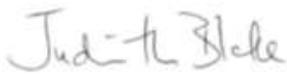
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Simon Clarke MP
Minister of State at the Ministry of
Housing, Communities and Local
Government



.....
Cllr Shabir Pandor
Leader of Kirklees Council



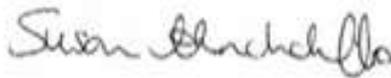
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Cllr Denise Jeffery
Leader of Wakefield Council



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Cllr Judith Blake
Leader of Leeds Council



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Cllr Tim Swift
Leader of Calderdale Council



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Cllr Susan Hinchcliffe
Leader of Bradford Council and Chair of
the West Yorkshire Combined Authority

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Introduction

- 1) This document sets out the terms of a proposed agreement for a Devolution Deal between the government and the Local Authorities of West Yorkshire, comprising Bradford, Calderdale, Kirklees, Leeds, and Wakefield Councils, and the West Yorkshire Combined Authority. This agreement is subject to ratification by those Councils and the Combined Authority, and to the statutory requirements for making the secondary legislation implementing the provisions of the Deal. These statutory requirements include those Councils and the West Yorkshire Combined Authority consenting to the legislation and Parliament approving it. Once that legislation is made the Devolution Deal will be confirmed.
- 2) The deal will devolve a range of powers and responsibilities to the West Yorkshire Combined Authority, supporting the region to drive economic growth and prosperity within its communities and across the North of England. It will build upon the area's history of collaboration to maximise this investment and increase its contribution to national economies.
- 3) Through partnership, West Yorkshire is determined to unleash its full economic potential and in doing so raise living standards for its communities and make a full contribution to the UK economy. The Local Authorities of the West Yorkshire Combined Authority and Government have agreed an initial devolution deal which will provide powers and funding to enable the region to make progress as a significant step forward towards achieving that ambition.
- 4) West Yorkshire is strongest when it works together to deliver for all its communities. Its partnership has grown and strengthened over more than a decade, from the Leeds City Region Leaders Board to the West Yorkshire Combined Authority working with the Leeds City Region Local Enterprise Partnership (LEP).
- 5) The West Yorkshire Councils and Leeds City Region LEP secured the area's City Deal in 2012 and a £1bn Growth Deal in July 2014. This success has enabled the City Region to make a strong start:
 - bringing close to £3 billion public and private sector investment into the region to boost growth and jobs
 - set to create 20,600 jobs and add £2.1 billion a year to the economy by 2031
 - putting in place a £1 billion package of transport investment to upgrade transport links, making it easier for people and businesses to get around
 - helping 4,800 businesses to grow since 2011, unlocking close to half a billion pounds of private sector investment
 - creating over 4,300 work opportunities for young people aged 16-24, including 3,837 apprenticeships adding an expected £1.4 billion to the economy by 2020 as a result of work over the past four years.

- 6) West Yorkshire's ambition is to go much further to address historic and emerging challenges, including the need to improve air quality and tackle the climate emergency.
- 7) With a population of over 2.3 million people and a GVA of over £55bn p.a., West Yorkshire offers enormous potential. Sizeable parts of West Yorkshire enjoy a great quality of life, good wages, and lower living and housing costs, and for many the region is a great place to live, work, visit and invest. But substantial long-term investment and greater powers are needed, to tackle the challenges facing the region, and to harness its huge economic opportunity for the benefit of people in the region and for the whole UK.
- 8) The West Yorkshire deal will unlock significant long-term funding and give the region greater freedom to decide how best to meet local needs and create new opportunity for the people who live and work there. This agreement is the first step in a process of further devolution. The Government will continue to work with West Yorkshire on important areas of public service reform and infrastructure investment, to support inclusive economic growth in towns, cities and rural areas whilst tackling the climate emergency.
- 9) The forthcoming Leeds City Region Strategic Economic Framework, which includes the Local Industrial Strategy, will set out a robust evidence base and shared long-term priorities for boosting productivity, tackling the climate emergency and enabling inclusive growth. This will inform how West Yorkshire uses these significant new powers and responsibilities to maximise their long-term contribution to regional and national prosperity.
- 10) As a Mayoral Combined Authority, West Yorkshire will have an important role and voice across the Northern Powerhouse, and will be a key partner of central government to drive regional growth and productivity, joining the existing Mayoral Combined Authorities and engaging with Government as a Mayoral Combined Authority from the date of this deal – 11 March 2020.

Summary of the devolution deal between the Government and the Local Authorities of West Yorkshire, comprising Bradford, Calderdale, Kirklees, Leeds and Wakefield Councils and the West Yorkshire Combined Authority (collectively “West Yorkshire”)

The Government and West Yorkshire are minded to agree an ambitious devolution deal which will provide the area with significant new powers and funding to increase opportunities and living standards through inclusive growth and productivity improvements. A devolution agreement is contingent upon West Yorkshire proceeding through the steps necessary to establish the new Mayoral Combined Authority.

This devolution agreement includes:

- A new, directly elected West Yorkshire Mayor, acting as Chair to the West Yorkshire Combined Authority.
- Control of a £38 million per year allocation of gainshare investment funding over 30 years (25% capital, 75% revenue), to be invested by the West Yorkshire Combined Authority to drive growth and take forward its priorities.
- A five-year integrated transport settlement starting in 2022/23 and exploring the case for West Yorkshire Mass Transit.
- New powers on transport, including bus franchising and control of a Key Route Network.
- Devolution of Adult Education powers and the Adult Education Budget to allow West Yorkshire to shape local skills provision to respond to local needs.
- £317 million from the Transforming Cities Fund, with flexibilities on spend.
- A £25 million Heritage Fund to support the British Library in establishing a potential ‘British Library North’.
- New powers on housing and planning, including statutory spatial planning, compulsory purchase and Mayoral Development Corporations.
- £3.2m to support the development of a pipeline of housing sites across West Yorkshire, with a Strategic Place Partnership with Homes England and the opportunity to bid into a new £400m Brownfield Fund.
- Up to £500,000 for the Bradford Station Masterplan and funding for the next stage of development of the Outline Business Case for Leeds station redevelopment.
- £75,000 for a West Yorkshire Local Digital Skills Partnership, subject to approval of a local proposal.
- £101 million Government funding for West Yorkshire flood risk management schemes, with an ongoing partnership with the Environment Agency on identifying and addressing flood risk management requirements in West Yorkshire.
- A West Yorkshire pilot of emerging green infrastructure benchmarks.
- Agreement to work towards the transfer of Police & Crime Commissioner functions to the Mayor, with a view to electing the first Mayor with these functions in 2024.
- Commitment to working in partnership to explore an “Act Early” Health Institute.
- Strengthened collaboration and partnership with Government, particularly: the Ministry for Housing, Communities and Local Government; HM Treasury; Department for Education; the Department for Work and Pensions; the Department for Business, Energy and Industrial Strategy and its agencies UKRI and Innovate UK; the Department for International Trade; and the Department for Culture, Media and Sport, on West Yorkshire’s ambitions on local growth, skills, education, employment, decarbonisation, innovation, business growth, trade, digital and culture, as well as consideration of how West Yorkshire can go further on devolution.

More detail on these commitments is given in the main body of the document below.

The Deal will support delivery of the Leeds City Region Local Industrial Strategy and the wider Strategic Economic Framework for the region. Further powers may be agreed over time and included in future legislation.

Governance

- 11) West Yorkshire has already taken bold steps in securing effective and accountable governance arrangements. The Leeds City Region LEP was part of the first wave of LEPs established in 2010 and, in recognition of the City Region's extraordinary growth potential, secured in July 2014 the country's largest Growth Deal. As part of the city deals process, the West Yorkshire Combined Authority was created in April 2014, with Bradford, Calderdale, Kirklees, Leeds and Wakefield as constituent councils, and the City of York Council as a non-constituent council. The Chair of the Leeds City Region LEP is also appointed to the Combined Authority.
- 12) A key advantage of the Mayoral Combined Authority model is its joint governance arrangements for key growth levers such as transport, skills, economic development and regeneration, which allow for strategic prioritisation across its area and integrated policy development. In addition, a directly elected Mayor provides greater local accountability and decision-making power, working in partnership with the Combined Authority and constituent councils.
- 13) As part of this agreement, West Yorkshire will adopt the model of a directly elected Mayor over the Combined Authority's area, with the first Mayoral election in May 2021. The new Mayor will be elected by the local government electors for the areas of the constituent councils of the Combined Authority – Bradford, Calderdale, Kirklees, Leeds and Wakefield. The Mayor will have an initial three-year term. From 2024, Mayoral terms will last four years.
- 14) The West Yorkshire Combined Authority will comprise the following members:

Voting members:

 - the elected Mayor
 - five elected members, one appointed by each of the five constituent councils
 - three elected members agreed by the constituent councils to reflect the balance of political parties across the Combined Authority area.

In addition there will be:

 - an elected member appointed by the City of York Council (which will remain a non-constituent member of the West Yorkshire Combined Authority)
 - the Chair of the Leeds City Region LEP

These members will be non-voting unless the Combined Authority resolves to give them a vote on any issues.
- 15) The West Yorkshire Combined Authority will explore opportunities for further collaboration with its neighbouring councils, including Harrogate, Craven, Selby, York and North Yorkshire County Council, and across the whole of Yorkshire through the Yorkshire Leaders Board. York will remain as a non-constituent member and the Mayoral Combined Authority may invite representatives from other partner councils to attend (and speak) at any Mayoral Combined Authority meeting.

- 16) The Mayor and the other Combined Authority members will be required to work together. Specifically:
- The Mayor will provide overall leadership and chair Combined Authority meetings;
 - The Mayor may choose to delegate function(s) to members of the Combined Authority. Where this is the case the member to which a specific Mayoral function has been delegated will exercise that function on behalf of the Mayor;
 - More generally, members of the Combined Authority may also act to support and advise the Mayor in the exercise of Mayoral functions;
 - The Mayor may appoint one person as the Mayor's political adviser;
 - The Combined Authority may establish an independent remuneration panel to recommend allowances payable to the Mayor.
- 17) Functions contained in this deal document will be devolved to the Mayoral Combined Authority by the Government. Some of these functions will be exercisable by the Mayor and some by the Combined Authority. Where these functions are local authority functions they will be held concurrently with the local authorities in the area to ensure joined up decision making. Arrangements for the concurrent exercise of the functions will be a matter for agreement between the Combined Authority and the constituent councils.
- 18) The West Yorkshire Combined Authority will retain its current powers in relation to economic development, regeneration and transport functions (with the Mayor taking responsibility for preparing the transport plan and strategies). Working with the Mayor, these will be strengthened with additional powers as set out in legislation:
- Finance – power to borrow up to an agreed cap for non-transport functions
 - Adult education and skills functions
 - Economic development – duty to prepare an assessment of economic conditions
 - Housing functions relating to compulsory purchase (subject to the consent of the constituent council affected by the exercise of the function), plus provision of housing and land, land acquisition and disposal, and development and regeneration of land
 - Transport powers to set up and coordinate a Key Route Network on behalf of the Mayor (unless otherwise agreed locally, all operational responsibility for Key Route Network roads will remain with the constituent councils)
 - Powers to collect contributions from utility companies for diversionary works needed as a result of highways works carried out on the Key Route Network
 - Powers to operate a permit scheme designed to control the carrying out of works on the Key Route Network
 - The Combined Authority will be able to seek consent to raise a Strategic Infrastructure Tariff

- 19) The directly elected Mayor for the West Yorkshire Combined Authority will autonomously exercise their new functions with personal accountability to the electorate, devolved from central Government and set out in legislation. These functions will be:
- The functional power of competence
 - Housing and planning
 - i. Statutory spatial planning powers to produce a spatial development strategy; exercisable with the unanimous consent of the constituent authorities (see consent requirements below)
 - ii. Power to designate a Mayoral Development Area and then set up a Mayoral Development Corporation (see consent requirements below)
 - iii. Housing and land acquisition powers (see consent requirements below) to support housing, regeneration, infrastructure and community development and wellbeing.
 - Finance:
 - i. Power for the Mayor to set a precept on council tax to fund Mayoral functions (resulting from the setting of the Mayoral budget as set out below),
 - ii. Power to charge business rate supplement (subject to ballot)
 - Transport
 - iv. Power to draw up a local transport plan and strategies (The Combined Authority will be able to amend the Mayor's transport strategy if a majority of members agree to do so)
 - v. Power to request local regulations requiring large fuel retailers to provide Electric Vehicle charging points
 - vi. Bus franchising powers
 - vii. Ability to pay grants to bus service operators
 - Police and Crime Commissioner functions from the Mayoral election in 2024.
- 20) No constituent council functions are being removed from those councils. Where existing functions or resources currently held by the constituent authorities are to be shared with the Mayor and the Combined Authority, this must be agreed by the constituent councils. The Combined Authority may exercise functions in relation to its area and may exercise functions outside its area, subject to and in accordance with statutory provisions.
- 21) Proposals for decision by the Combined Authority may be put forward by the Mayor or any Combined Authority Member. The Mayor will have one vote as will other voting members of the Combined Authority. Any questions that are to be decided by the Combined Authority are to be decided by a simple majority of the members present and voting, unless otherwise provided for in legislation. Where the decision relates to a new function which the Combined Authority acquires pursuant to the deal, or where required by the Authority's constitution, that majority must include the vote of the Mayor.

- 22) In addition, for the following decisions the majority of members must include the consent of three of the five members for the constituent councils (but not that of the three additional constituent council members appointed for political balance):
- Approving the Combined Authority's budget (excluding decisions which relate to the Mayor's budget)
 - Setting a levy
- 23) The Mayor will be required to consult the Combined Authority on her/his/their strategies, and this will be subject to the following specific conditions:
- The spatial development strategy will require the consent of the members for each of the five constituent councils (but not that of the three additional constituent council members appointed for political balance)
 - The Combined Authority will be able to amend the Mayor's budget if five eighths of the members agree to do so;
 - The Combined Authority will be able to amend the Mayor's transport strategy if a majority of members agree to do so.
- 24) The following decisions by the Mayor will require the consent of the Combined Authority member (but not the member appointed for political balance), or substitute member acting in that member's place, appointed by the constituent council in whose area the decision will apply:
- the designation of any area of land as a Mayoral development area leading to the establishment, by order, of a Corporation (the consent of the relevant national park authority is also required if the land falls within the designated national park area);
 - the compulsory purchase of land or buildings by the Mayor;
 - any decision that could lead to a financial liability falling directly upon that constituent council; and
 - such other matters as may be contained in the Combined Authority constitution and agreed with the Mayor.
- 25) The Mayor and the Combined Authority will be scrutinised and held to account by the Combined Authority's Overview and Scrutiny Committee(s). The Overview and Scrutiny arrangements currently established for the Combined Authority will be retained, subject to any amendments required to reflect the introduction of the Mayor and any new statutory provisions. The Mayor and the Combined Authority may also seek to enhance scrutiny and develop wider conference with all elected members in the Combined Authority's area to engage on key issues.
- 26) The West Yorkshire Combined Authority Mayor will also be on the board of the LEP, alongside local authority representatives appointed by the constituent councils of the West Yorkshire Combined Authority, recognising the importance of the private sector in delivering West Yorkshire's growth strategies.
- 27) Economic growth is a shared endeavour and is vital in delivering a successful Northern Powerhouse. The Mayor, Combined Authority and LEP will continue to work very closely with the Government for the benefit of the public.
- 28) The West Yorkshire Combined Authority and the LEP commit to working with partners across the North of England to promote opportunities for pan-Northern

collaboration, including the Yorkshire Leaders Board, Transport for the North and the NP11, to drive productivity and build the Northern Powerhouse.

- 29) The proposals in this devolution deal are subject to ratification by each constituent council and the Combined Authority. The implementation of the deal will require consultation with local communities and business on the proposals. Implementation is also subject to the Secretary of State for the Ministry of Housing, Communities and Local Government being satisfied that the required statutory tests have been met, the consent of each constituent council and the Combined Authority and parliamentary approval of the required secondary legislation.

Finance and Investment

- 30) The West Yorkshire Combined Authority will create a fully devolved funding programme covering all budgets for devolved functions (“West Yorkshire Investment Fund”), accountable to West Yorkshire Combined Authority.
- 31) The joint ambition will be to give the West Yorkshire Combined Authority a Single Pot to invest in its economic growth. This pot will comprise a flexible, multi-year settlement providing the West Yorkshire Combined Authority the freedom to deliver its growth priorities, including the ability to re-direct funding to reflect changing priorities, whilst upholding its statutory duties.
- 32) The West Yorkshire Combined Authority will develop a robust Single Pot Assurance Framework, in line with national guidance, to be signed off by the Ministry of Housing, Communities and Local Government (MHCLG) Accounting Officer prior to funding being released. Within this Assurance Framework, West Yorkshire Combined Authority will demonstrate an objective means with which to assess interventions and programme design so that these are aligned to their balanced economic outcomes for the area.
- 33) The West Yorkshire Combined Authority will use the West Yorkshire Investment Fund to deliver a programme of transformational long-term investment. Government agrees to allocate £38m per annum for 30 years (25% capital and 75% revenue) which will form part of the West Yorkshire Investment Fund. This will be subject to five-yearly gateway assessments to confirm that the investment has contributed to economic growth. Once the Order is made establishing a Mayoral Combined Authority and the Combined Authority has its Assurance Framework signed off, the Combined Authority may have access to the Investment Fund prior to Mayoral Elections, subject to the agreement with Government of suitable caps.
- 34) The West Yorkshire Combined Authority will have the flexibility to secure substantial private and public sector leverage. The Combined Authority will also be able to use capital receipts from asset sales as revenue funding for public service transformational initiatives.
- 35) The West Yorkshire Combined Authority will be given powers to borrow for its new functions, which will allow it to invest in economically productive infrastructure, subject to an agreed cap with HM Treasury. The Combined Authority will agree overall debt limits with HM Treasury, and update HM Treasury about any deviation from its underlying borrowing plans in order to support HM Treasury in its duty to monitor and forecast changes in the fiscal aggregates. The West Yorkshire Combined Authority will also provide information, explanation and assistance to support the Office for Budget Responsibility in its duty to produce economic and fiscal forecasts for the UK economy.
- 36) The costs of the Mayoral Combined Authority will be met from within the overall resources of the Combined Authority. To support the Mayoral Combined Authority in its early stages, Government will provide £250,000 in Mayoral Capacity Funding in 2020/21, once the establishing legislation is made and the Assurance Framework agreed with Government. Any future Mayoral Capacity Funding will be subject to decisions at the Spending Review, in line with arrangements made for other Mayoral Combined Authorities.
- 37) The Mayor will have the power to set a precept on local council tax bills to help pay for the Mayor’s work. This precept can only be raised for Mayoral functions.

- 38) The Mayor will have the power to introduce a supplement on business rates for expenditure on a project or projects that will promote economic development in the area, subject to a ballot of affected businesses.
- 39) The West Yorkshire Combined Authority will be able to seek consent to raise a Strategic Infrastructure Tariff. This would allow the Combined Authority to raise funding for strategic infrastructure and would operate alongside any local forms of developer contributions.
- 40) In addition to the funding provided in this deal, and in recognition of the ambitions for closer collaboration across Yorkshire reflecting the Yorkshire brand and its cultural heritage, Government will provide £200,000 in 2020/21 to support the establishment of a Yorkshire Leaders' Board, as a practical step for facilitating greater collaboration on a Yorkshire-wide basis. This is in the context of the Government continuing to work with areas to achieve its ambitions to secure devolution deals for the whole of Yorkshire, and exploring future opportunities with the Leaders Board.

Transport

- 41) A new, directly elected West Yorkshire Mayor and the West Yorkshire Combined Authority will exercise the following powers and functions devolved from central government.

Consolidated transport budget

- 42) The Mayor will be responsible for a devolved and consolidated local transport budget for the area of the West Yorkshire Combined Authority, including all relevant devolved highways funding.

Transforming Cities Fund

- 43) The Government will provide the West Yorkshire Combined Authority with an allocation of £317m from the Transforming Cities Fund to progress all schemes within their 'Low' scenario. In line with flexibility provided to other Mayoral Combined Authorities, West Yorkshire Combined Authority will have scope to prioritise investments above this level. They will also have the ability to assure all Transforming Cities Fund schemes locally irrespective of cost. This builds on the Government's ongoing £173.5m investment in the Leeds Public Transport Improvement Programme.

Transport settlement

- 44) The Government is committing to a five-year, integrated transport settlement with West Yorkshire Combined Authority starting in 2022/23 from a wider £4.2bn envelope. As part of the process of agreeing this settlement, the Government commits to working with the West Yorkshire Combined Authority to explore the case and options for funding Transforming Cities Fund schemes in its core and high scenarios, and a modern, low-carbon West Yorkshire Mass Transit System. Further details on the process for agreeing these settlements will be set out in due course. Resource funding for areas, including West Yorkshire Combined Authority, to support and prepare for these settlements will be considered at Spending Review.

Roads

- 45) The Mayor and the West Yorkshire Combined Authority will take on highways powers to set up and coordinate a Key Route Network on behalf of the Mayor, building on the existing Key Route Network of local roads. The strategy for the Key Route Network will be developed, agreed and coordinated by the Combined Authority on behalf of the Mayor.
- 46) In partnership with constituent authorities, the Combined Authority and the Mayor will develop a single strategic asset management plan, and where practical, work towards streamlined contractual and delivery arrangements across the city region. Unless otherwise agreed locally, all operational responsibility for highways will remain with the constituent Councils.
- 47) West Yorkshire constituent authorities are able to issue permit schemes to manage disruption. New permit schemes across all roads went live in March 2020. By taking on powers over local roads held concurrently with constituent authorities, the Combined Authority will also be able to issue permit schemes to manage disruption, and bid to the

Secretary of State for Transport to seek approval to operate a lane rental scheme, including seeking contributions from utility companies through lane rental, subject to the Combined Authority making a request to the Secretary of State for Transport. The Combined Authority may exercise this power to create an updated lane rental scheme as needed, subject to Secretary of State agreement.

- 48) The West Yorkshire Combined Authority has requested powers relating to moving traffic offences. The Secretary of State has indicated that this year he will consider the issue of implementing Part 6 of the Traffic Management Act 2004 for authorities outside London. In addition, the Government welcomes the city-region's investment in a centralised Urban Traffic Management Control system to improve the resilience and reliability of its key route network and will discuss further opportunities for investment in the context of the Spending Review.
- 49) The West Yorkshire Combined Authority will also be able to enter into agreements with Government, other Local Authorities and Highways England, including to determine shared priorities for its strategic and key road networks.
- 50) Through the Automated and Electric Vehicles Act, the Mayor will have the power to request from the Secretary of State local regulations requiring large fuel retailers to provide Electric Vehicle charging points within the Combined Authority area.
- 51) Government recognises the importance of good links to the motorway network to the economy of West Yorkshire, and will work with the Combined Authority and Local Highways Authorities on the implementation of RIS2 and the development of RIS3, including support for those projects on the strategic road network that help deliver and mitigate the impacts of strategic site allocations as identified in Local Plans. This will include considering any case that the city region may bring forward for de-trunking part or all of the M606 and M621, or exploring alternative ways in which management of these roads can be made more responsive to local priorities. It will also include a shared agreement with Highways England on the timeliness of planning application decisions as the region continues to grow and sees investment in housing and employment sites.

Buses

- 52) Government is committed to delivering improved bus services across the country. It is providing over £200m in 2020/21 and has committed £5bn for buses and cycling over the course of the Parliament. It will publish a national bus strategy in due course.
- 53) As a Mayoral Combined Authority, the West Yorkshire Mayor has access to franchising powers in the Bus Services Act 2017. This will provide the opportunity to develop high-quality bus services as part of an integrated local transport system and help to facilitate the delivery of smart, simple integrated ticketing across all local modes of transport in the city region. West Yorkshire will continue to work with relevant partners – Transport for the North, bus and rail operators and the Department for Transport – to realise this ambition.
- 54) Government will consider the making of relevant regulations to facilitate the transfer of bus functions and funding through the Bus Service Operator Grant to the Mayor, should these regulations be sought in future, subject to approval of a business case.

Rail

- 55) Government will work in partnership with the West Yorkshire Combined Authority so that their priorities can be taken into consideration in future decisions on their commuter network. These priorities will need to be coordinated and compatible with surrounding areas and national priorities.
- 56) Government recognises the region's ambitions for further devolved powers. This issue is being considered by the ongoing Williams Review of Rail.
- 57) Government recognises the aspirations of West Yorkshire for the redevelopment of Leeds station and is working closely with Leeds City Council and the Combined Authority to take forward improvements both in track and services and in the station's accessibility and environment. Subject to endorsement of the Leeds Existing Station Programme Strategic Business Case, funding will be provided to take forward the next stage of development of the Outline Business Case.
- 58) Government also recognises the aspirations of West Yorkshire in relation to Northern Powerhouse Rail and HS2. It will continue to work with the West Yorkshire Combined Authority in seeking to align major rail investment with existing stations and services in the city region. Government commits to providing funding of up to £500,000 to support Bradford's master planning work to explore the regeneration opportunities of potential NPR services. Government will make £100,000 immediately available to fund the first phase of work.

Active Travel

- 59) As mentioned above, the region is developing a transport pipeline and a key part of this will be to include how the region can meet its carbon targets. A major component of this will be a focus on sustainable transport schemes. The West Yorkshire Combined Authority commits to: prioritising investment in the cycling and walking networks identified through relevant Local Cycling and Walking Infrastructure Plans (LCWIPs) and partner council's own cycling and walking strategies, and to follow the latest Department for Transport cycle infrastructure design guidance [LTN2/08 successor], where practical, for all future cycling and walking schemes to deliver a step-change in high-quality active travel provision in the city region. Government recognises that local schemes can be innovative and push the boundaries of best practice and recognises the Combined Authority's role leading innovation in highways and street design beyond guidance. Government will work with the Combined Authority on options for greater local autonomy in implementing measures within existing legislation and consider options for potential changes to enforcement powers.

Skills and Employment

Adult Education

- 60) The Government will fully devolve the Adult Education Budget (AEB) to the West Yorkshire Combined Authority from academic year 2021/22 subject to readiness conditions and successful passage through Parliament. These arrangements do not cover apprenticeships or traineeships, even though the latter is funded through the AEB.
- 61) Prior to full devolution taking place the Government will work with West Yorkshire to support their preparations for taking on the relevant functions.
- 62) Upon devolution the West Yorkshire Combined Authority will be responsible for making allocations to providers and the outcomes to be achieved, consistent with statutory entitlements. The Government will not seek to second guess these decisions, but it will set proportionate requirements about outcome information to be collected in order to allow students to make informed choices.
- 63) The Government will consult with the West Yorkshire Combined Authority on any proposed changes to a funding formula for calculating the size of the grant to be paid to the combined authority for the purpose of exercising the devolved functions.
- 64) In order to proceed with devolution the Government needs to be assured of the following readiness conditions:
 - a. The Secretary of State for Education and appropriate accounting officer are assured that the West Yorkshire Combined Authority is operationally ready to administer the adult education budget and is satisfied the required statutory tests have been met
 - b. Parliament has legislated to enable transfer to the West Yorkshire Combined Authority of the current statutory duties on the Secretary of State to secure appropriate facilities for further education for adults from this budget and for provision to be free in certain circumstances
 - c. Agreement to a memorandum of understanding between the Department for Education and the West Yorkshire Combined Authority that provides appropriate assurance that the named parties will work together to ensure the future financial stability of the provider base, including for sharing financial risk and managing provider failure.
 - d. Learner protection arrangements are agreed between parties.
- 65) Following on from the development of the first part of the National Retraining Scheme, Get Help to Retrain, which was rolled out to West Yorkshire in 2019, Government is committed to remain engaged with West Yorkshire to ensure the scheme continues to develop to meet the needs of those who will use it in the local area. In addition, Government will seek views from areas across the country, including from West Yorkshire, on the development of the National Skills Fund to ensure that it effectively helps local people to respond to the changing labour market.

Skills and Education

- 66) The West Yorkshire Combined Authority is currently supporting the Future-Ready Skills Commission which is focusing on post 16-education through to adult skills and career development. Government agrees to consider the findings of this work and engage with the Combined Authority on emerging priorities; for example, via the MCA/GLA Advisory Group.
- 67) Local planning and co-ordination of the skills system is essential to support the delivery of provision that meets the needs of local people and local employers. The West Yorkshire Combined Authority is already working to support providers to deliver on strategic local priorities through the locally established programme of Delivery Agreements.
- 68) The Government recognises the role that the LEP's Employment and Skills Panel (Skills Advisory Panel) will continue to play in bringing together local providers and employers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges; and will continue to support the Employment and Skills Panel including funding in the financial year 2020/21 so that they can continue to build their analytical capability sustainably.
- 69) The Government also recognises the important role that the West Yorkshire Combined Authority has to play across the post-16 skills policy agenda to support the ongoing reform to the technical education system across the country – including through the introduction of T-Levels and the National Skills Fund. The Government will work with the West Yorkshire Combined Authority to explore opportunities for alignment of local and national programmes.
- 70) The Government will work with West Yorkshire to ensure that local priorities shape the provision of local careers advice, through direct involvement and collaboration with the Government in the design of local careers and enterprise provision for all ages, including through further collaboration on the work of the Careers and Enterprise Company and the National Careers Service.
- 71) The West Yorkshire Combined Authority and Government will work together to maximise investment in apprenticeships and promote the benefits of apprenticeships to employers. The Government will support West Yorkshire to convene employers so they can increase the number of apprenticeships available in the Combined Authority area, including via levy transfers.
- 72) The Government recognises the vital role that local Further Education (FE) institutions play in providing skills for people from across the region. Government recognises that further investment is needed in these institutions to ensure that the facilities are up to a standard that will allow providers to deliver on the ambition to create a world leading technical education offer in this country. The Government is committed to providing the investment that is needed into FE colleges and will seek to target this investment into the areas where it is most required to deliver quality further education.

Employment

- 73) The Government recognises the need to ensure that various groups across West Yorkshire facing challenges in accessing and progressing in the labour market have access to appropriate support. There are a number of groups across the region that are

underrepresented in the labour market, including women, people from BAME groups, and those with a disability or health condition. West Yorkshire and Government will continue to work together to prioritise support for these groups including through ongoing engagement with local Jobcentre Plus. The Government and the region will also work together to better target support for these groups by understanding and utilising the analysis provided to the Skills Advisory Panel alongside the ongoing local work on the development of the Leeds City Region Inclusive Growth Framework.

- 74) As part of the development of the Leeds City Region Local Industrial Strategy Government is committed to working with the region on strategic priorities in relation to people including how to provide the targeted support needed for people who are furthest away from the labour market, and those in low pay who need support to stay in work and progress.

Innovation

- 75) Innovate UK will work in partnership with the West Yorkshire Combined Authority to:
- Drive improved outcomes from the public investment into innovation, through better alignment of national and local strategies to leverage the benefits of co-investment or parallel investment to accelerate the path to impact. Government will work with West Yorkshire stakeholders to ensure they are aware of and considering national programmes and priorities, and that Innovate UK is aware of and considering regional capabilities and investments.
 - Ensure that companies with the ambition and potential to grow and scale are supported. Government will work in partnership with business-facing networks and develop strategic relationships with the Leeds City Region LEP to better reach those SME businesses who would benefit from Innovate UK support.
 - Increase insight and awareness within Innovate UK of West Yorkshire research and innovation capabilities identified through the Local Industrial Strategy.
- 76) The West Yorkshire Combined Authority and Government will establish the West Yorkshire Innovation network through the Connecting Innovation programme. This network will provide a dual-hub for the community of innovative entrepreneurs, start-ups and SMEs in the West Yorkshire ecosystem. This dual-hub will be anchored through a physical presence at the NEXUS Innovation centre (University of Leeds) and the 3M Buckley Innovation Centre (University of Huddersfield) initially, with further regional opportunities to be explored in the future. This network will bring together business support services from the Leeds Growth Hub, local Universities and the Innovate UK 'family' (including Knowledge Transfer Network, Enterprise Europe Network and Catapult network). Activities will be supported through regular 1-2-1 meetings, drop-in surgeries and workshops for our innovation community and in order to raise aspirations and improve the chances of success, for our businesses competing for UK Research and Innovation (UKRI) funding.
- 77) Innovate UK, the Department for Business, Energy and Industrial Strategy (BEIS) and UKRI will work closely with the West Yorkshire Combined Authority and the Leeds City Region LEP to support development of the Local Industrial Strategy, particularly building on local strengths in health tech and data analytics and on the existing MoU with Innovate UK. This will:
- Improve data sharing and referrals:
 - Develop improved business intelligence to better target the right support at businesses with the potential to grow
 - Mechanisms will be explored, and, where possible, established for Innovate UK to share details of businesses who have applied for Innovate UK funding with the LEP
 - Marketing and promotion:
 - Co-designing and delivering targeted local events and workshops to support business led innovation
 - Access to expertise:

- Innovate UK will provide expert opinion on value for money into local investment decisions
 - Recognise the Leeds City Region 'Connecting Innovation' programme as a primary gateway for joined up innovation support in the region
 - Better understand, facilitate and coordinate existing local private sector networks and explore opportunities for the private sector to take a more central role in innovation support
 - Developing co-investment opportunities
 - Regular Innovate UK senior management roundtable discussions with the West Yorkshire Mayor's Office
 - Drive innovation diffusion, particularly around leadership and management practices and technology adoption for those SMEs with growth potential, through schemes such as Innovate2Succeed
 - Explore opportunities for the region to benefit from future Government funding opportunities
- 78) UKRI will work towards building a stronger regional relationship with West Yorkshire, over and above the existing relationship with Innovate UK.
- 79) BEIS is working with UKRI to develop an ambitious Place Strategy for UK research and development to support the strengths of all parts of the UK. Government will engage with industry, the scientific community and civic organisations across the country to develop this strategy and will engage with West Yorkshire, particularly around the areas of health-tech, data and tackling the climate emergency.
- 80) BEIS commit to working with the West Yorkshire Combined Authority to explore opportunities to build capacity for local SMEs to enable them to access national funding competitions from Innovate UK and others.

Trade and Regional Business Support

- 81) The Department for International Trade (DIT) are committed to working with West Yorkshire and other regions in the North to have a joint plan and working arrangements to 'level up' the North. The exact structure and format of these arrangements will be subject to wider discussion about the governance arrangements around trade and investment activity in the Northern Powerhouse.
- 82) DIT will work with the West Yorkshire Combined Authority to establish an international trade forum which will agree a joint plan and seek to join up activity around key sector and market priorities across West Yorkshire. The extent to which this will allow additional activity will be subject to the agreement of additional funds for the Northern Powerhouse in the budget.
- 83) Government will ensure West Yorkshire receive an appropriate share of export support through the Northern Powerhouse Enhanced International Trade Adviser (ITA) delivery contract and Internationalisation fund. DIT and the Combined Authority will define and agree metrics to measure the performance of export support delivered in West Yorkshire, and look at options for dedicated ITA resource for the West Yorkshire region, particularly when linked to the mission/campaign activity set out in the joint plan.
- 84) DIT will look to embed International Trade Advisors in growth hubs, where relevant and agreed in devolution deals in 2020/21.
- 85) The joint plan between DIT and the West Yorkshire Combined Authority will ensure there is coherent and effective support for businesses of all sizes and experiences.
- 86) DIT and the West Yorkshire Combined Authority will work more collaboratively specifically on areas such as:
 - National trade initiatives: DIT have a comprehensive programme of nationally delivered initiatives. Market-focused teams in DIT (UK & Overseas) will make best endeavours to ensure that the Combined Authority have early warning of these events and activities to support the delivery of initiatives and the engagement with regional businesses.
 - Regional trade partners: Government will continue to work with Enterprise Growth Solutions as the current export delivery contractors for DIT. This will facilitate influence over the key trade activities they deliver over the coming 12 months and to identify specific activities where Government and the Combined Authority can work in partnership. This will then transition in to developing a strong relationship with the new contractors following the award of the new Enhanced ITA contract, due to commence in 2021.
- 87) DIT and the West Yorkshire Combined Authority will work together in the transition of the new contract for the delivery of the Enhanced International Trade Advisor services across the Northern Powerhouse area. It will be important to build effective joint working arrangements to enable delivery of the plan agreed between the West Yorkshire Combined Authority and DIT.
- 88) DIT will support – but not fund – Mayoral visits which are part of the agreed trade and investment plan. In addition, the Mayor, Combined Authority members and West

Yorkshire business leaders will be invited to join where relevant UK overseas trade missions including Ministerial-led trips.

- 89) As part of the agreed plan between West Yorkshire and DIT, and subject to alignment with wider Northern Powerhouse strategies and national campaigns, DIT will seek to support market plans around China, India and other opportunities arising from Northern Powerhouse insights and alignment with national activity.
- 90) West Yorkshire will develop a fintech initiative with Hangzhou in China. Government will consider how best to support this as part of a Northern Powerhouse-wide programme and the UK Fintech Bridge programme.
- 91) DIT currently set a joint FDI target for the Leeds City Region LEP KAM programme and would work with West Yorkshire if agreed through a forward plan and build effective indicative targets to measure progress. DIT could collaborate to identify a target list of investors suitable for opportunities in the region.
- 92) To promote specific commercial opportunities from across the UK to investors overseas, West Yorkshire will take forward their successful Tissue Regeneration & Wound Care proposition from the HPO programme. The Combined Authority is also invited to submit up to two nominations to participate in Round 2 of the programme.
- 93) DIT and the West Yorkshire Combined Authority will work together to ensure that, where appropriate, the West Yorkshire offer is adequately reflected as part of the overall Northern Powerhouse proposition to international businesses and will consider how the GREAT campaign can support this as part of work to promote Northern Powerhouse opportunities.

Growth Hub

- 94) The Leeds City Region growth hub (Growth Service) is the primary one-stop shop for regional business support. In 2018/19, the Growth Service supported over 3,200 businesses, and has supported over 14,000 since its launch in July 2015. West Yorkshire will continue to develop the regional offer, and work with Government and the private sector to ensure it is effectively joined up with the wider growth hub network and the full range of Government initiatives, such as the Made Smarter programme. This will enable the Growth Hubs to reach an even larger proportion of the region's substantial SME stock and provide more intensive support to fuel productivity growth and improve business resilience.
- 95) West Yorkshire is committed to building on the existing strong working relationships with the other Growth Hubs in Yorkshire and Humber, including via its role leading the regional cluster and by continuing to contribute effectively to both the national and Northern Powerhouse Growth Hub networks. The West Yorkshire Combined Authority recognises the importance of making the national Growth Hub offer more consistent and impactful, and is committed to sharing good practice from its own Growth Service delivery over the last four years.

Made Smarter

- 96) Made Smarter is the UK Industrial Digitalisation programme that aims to boost UK manufacturing productivity through the development and adoption of industrial digital technology. West Yorkshire will work with Government to ensure the region takes best

practice and learning from the North West Made Smarter adoption pilot to maximise impact and build on the local work led by the Leeds City Region Made Smarter Board.

Business growth

- 97) Government will support businesses in West Yorkshire through its national programmes to boost productivity, as launched in the Business Productivity Review. These include peer-to-peer networks to facilitate the sharing of best practice between SME business leaders covering productivity enhancing measures such as people management and technology adoption and access to leadership and management training through the Small Business Leadership Programme.
- 98) As part of the development of the Leeds City Region Local Industrial Strategy Government will continue to work with the region on strategic priorities in relation to Business Support and Ideas, including how to provide targeted support to SMEs and supporting businesses to de-carbonise and promote positive behaviours.

Housing and Planning

Housing

- 99) The West Yorkshire Combined Authority will have broad powers to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration. They will be able to invest to deliver housing for the area.
- 100) The Mayor will have land assembly and compulsory purchase powers, subject to the agreement of the West Yorkshire Combined Authority member (but not the member appointed for political balance) where the relevant land is located, and to the consent of the Secretary of State for Housing, Communities and Local Government.
- 101) The Mayor will have the power to designate a Mayoral Development Area and to create Mayoral Development Corporations, which will support delivery on strategic sites in the West Yorkshire area. This power may be exercised only with the consent of the Combined Authority member(s) (but not the member(s) appointed for political balance) who represent the area in which the Development Corporation is to be established, and the consent of the National Park Authority, if relevant.
- 102) As a Mayoral Combined Authority with strong spatial planning powers, the West Yorkshire Combined Authority will be eligible to bid for a newly established Brownfield Housing Fund, with a £400m envelope. If successful, this funding will support the Combined Authority in bringing more land into development for delivery of housing on brownfield sites beyond existing local plans.
- 103) The West Yorkshire Combined Authority and Homes England will establish a Strategic Place Partnership to work together to identify and develop key opportunities for housing delivery. Government will, subject to annual reporting, provide £3.2m to the West Yorkshire Combined Authority across 2020/21 and 2021/22 to support development of a pipeline of housing sites across the region. Government will explore the potential for investment into housing propositions that emerge from development of this pipeline, including through the Brownfield Housing Fund and future funding streams.

Planning

- 104) The Mayor will receive strategic planning powers. This will give the Mayor the power to create a statutory Spatial Development Strategy for West Yorkshire. This will coordinate strategic land-use planning with strategic transport planning and provide an ambitious framework to achieve a strategic level change in environmental planning policy to reduce carbon emissions and tackle the climate emergency. The scope and preferred approach to a Spatial Development Strategy is a matter for local agreement, in line with the National Planning Policy Framework. This Spatial Development Strategy will need to be approved by a unanimous vote of the five members of the Combined Authority individually appointed by the constituent authorities. This, along with local plans, will act as the framework for managing planning across West Yorkshire.
- 105) In the context of climate emergency, a Spatial Development Strategy provides the ability to coordinate key strategic policies to tackle pressing issues across local government boundaries, adding significant value compared to relying solely on local plans. The Spatial Development Strategy will set a common strategic vision and provide strategic policies to tackle pressing issues including strategic coordination on

energy policy, regeneration, renewal and retrofitting, modal shift, utilising broadband infrastructure, strategic waste management, flood risk management, developing and enhancing blue and green infrastructure and ensuring policies deliver biodiversity net gains. Ambitions on these priorities will be more effectively achieved when planned for at the cross-boundary level.

Culture, Heritage and Digital

Cultural strategy

- 106) The Government recognises local plans to use culture, creative and tourism sectors to drive inclusive and sustainable growth, and will work with West Yorkshire to support an ambitious local cultural framework that makes the most of the distinctive natural and cultural assets to enhance pride and wellbeing, and develop the local visitor economy, alongside improving talent and investment in the area.
- 107) The Leeds City Region cultural framework has been developed with the cultural agencies, the culture ALBs in the region and local authorities, all of whom will work together to ensure its effective implementation.
- 108) The Government welcomes the focus West Yorkshire is putting on the role of culture on promoting wellbeing and economic growth, and will work in partnership with the region to support the cultural ambitions of the region.

Heritage

- 109) In recognition of West Yorkshire's ambition for the conservation and re-use of heritage buildings, the Government will provide West Yorkshire Combined Authority with £25m to establish a Heritage Fund. This will support the work of Leeds City Council with the British Library on establishing a potential 'British Library North'. The funding will be paid into the West Yorkshire Combined Authority Investment Fund in 2020/21. It is provided by Government on the understanding that the West Yorkshire Combined Authority will provide this funding where needed to enable the British Library to find an appropriate site in Leeds for a British Library of the North.

Digital skills

- 110) The Department for Culture, Media and Sport (DCMS) continues to support the development of Local Digital Skills Partnerships (Local DSPs) in six trailblazer regions which bring together cross-sector partners to design, develop and coordinate the delivery of innovative digital skills programmes to upskill the current workforce, tackle digital inclusion and raise awareness of the importance of digital skills regionally.
- 111) DCMS are in early dialogue with West Yorkshire, firstly, to provide an update on the lessons and experience gained from launching the first six Local Digital Skills Partnerships and the impact they have had so far. Secondly, to progress a West Yorkshire Local DSP informed by learning from the first six DSPs, for which DCMS will provide £75,000 subject to the development and approval of a local proposal.

Digital enterprise

- 112) Recognising the importance of the Digital Enterprise programme to West Yorkshire, Government will work with the area to take best practice from the project and subsequently explore how it might be extended and scaled up going forward.

Climate, Flooding and the Environment

113) Government welcomes West Yorkshire's commitment to becoming a net zero carbon economy by 2038, with significant progress by 2030. Government will continue to develop its partnership with the Combined Authority to support the region's emission reduction ambitions and improve the resilience of businesses and communities facing the impacts of climate change.

Flood risk management

114) Schemes worth at least £101m will be taken forward in West Yorkshire over the course of the six-year programme, as a result of the announcement by the Chancellor at Budget of a £5.2bn envelope.

115) The West Yorkshire Combined Authority and the Yorkshire Regional Flood and Coastal Committee will continue to work with the Environment Agency (EA) to explore and understand the local water and flood management needs of the West Yorkshire area, including Natural Flood Management.

116) The West Yorkshire Combined Authority and the EA have developed a pipeline of schemes for flood resilience and Natural Flood Management in West Yorkshire. Any projects taken forward through this pipeline will be shaped by the involvement of the West Yorkshire Combined Authority, its constituent authorities and Yorkshire RFCC – and their respective investment priorities – working with the EA and local delivery bodies, businesses and community groups.

117) The West Yorkshire Combined Authority and RFCC will also work with the EA to prioritise and direct funding to flood schemes within the region during the next six-year programme within the £5.2bn envelope, within the terms of Defra's partnership funding policy. There will also be close partnership working between the EA and the West Yorkshire Combined Authority to identify and secure new funding for flood defence schemes from within the existing pipeline from a range of public and private sources.

Zero Emission Strategic Infrastructure Investment Framework

118) The region's success in becoming a net zero carbon economy by 2038 will depend on reducing emissions from transport, buildings, industry, power generation and land. West Yorkshire Combined Authority will develop a Zero Emission Strategic Infrastructure Investment Framework for the region, with support from Government, where appropriate, to provide feedback as the concept develops.

119) This framework will provide direction for infrastructure investment priorities and policies, and provide long-term confidence to those wishing to invest in the region. It will provide an evidence base, upon which the region can prioritise and shape investment in infrastructure. It will support the creation of high-quality green and blue infrastructure, high-quality low carbon developments, zero emissions transport infrastructure, and decarbonisation of energy.

Green Infrastructure

120) The West Yorkshire Combined Authority will work with the Government to explore the potential for an innovative Green Infrastructure Standards pilot. This is in line with the Combined Authority's ambitions regarding Green and Blue Infrastructure and the importance of delivering green infrastructure to provide a range of benefits such as improved health, wellbeing, climate change adaptation and mitigation and nature conservation and enhancement. The pilot will use the emerging green infrastructure benchmarks, mapping and design guidance being developed by Defra and Natural England, to help West Yorkshire to become an exemplar of good green infrastructure delivery, benefitting the economy, people and the environment of the city region, and helping to deliver biodiversity net gain and net zero carbon.

Low carbon energy

121) Government recognises the Combined Authority's progress in developing plans to reduce carbon emissions across West Yorkshire. Government agrees to work with West Yorkshire and to support progress on:

- Public sector decarbonisation
- Building retrofit, including addressing fuel poverty
- Heat decarbonisation
- Building the regional capacity to attract investment that helps the region achieve its net zero carbon ambitions.

Public Service Reform

- 122) Government supports West Yorkshire in its ambition for public service reform. Government commits to working with the region to explore initiatives to improve the delivery of public services jointly with its constituent authorities, such as how best to support residents with multiple complex needs. Where appropriate, and as part of its levelling up agenda, Government will also consider devolving further powers to the Combined Authority to support public service reform, in relation to the statutory duties held by its constituent authorities.
- 123) Government commits to working in partnership across Departments and having further discussions with West Yorkshire to explore the feasibility and opportunities around an “Act Early” Health Institute, based in the region. The institute would be a whole system test bed to evaluate the long-term health and economic consequences of early life interventions and build an evidence base on long-term outcomes for children.
- 124) The Government, West Yorkshire Combined Authority and the Police & Crime Commissioner for West Yorkshire will work together with the aim of agreeing a governance model and timetable for transferring the exercise of Police & Crime Commissioner functions to the Mayor, with a view to electing the first Mayor with these functions in 2024.

West Yorkshire's commitments underpinning the Deal

- 125) The West Yorkshire Combined Authority will work with Government to develop a full implementation plan, covering each policy agreed in this Deal, to be completed ahead of implementation. This plan must be approved by Government prior to delivery. Any issues of concern with the subsequent delivery of this Deal will be escalated to Ministers and Leaders to resolve, in keeping with the letter and spirit of devolution.
- 126) The West Yorkshire Combined Authority will be accountable to local people for the successful implementation of the Devolution Deal. Consequently, Government expects West Yorkshire to monitor and evaluate its Deal in order to demonstrate and report on progress. Government will work with the constituent members of the Combined Authority to develop a monitoring and evaluation plan that meets local needs and helps to support future learning, which must be approved by Government prior to delivery. Where relevant, this will include the coordination of metrics, methodologies and areas of focus with other local areas in order to secure the most useful evidence base across the full range of devolution deals.
- 127) The West Yorkshire Combined Authority will be required to evaluate the impact of the West Yorkshire Investment Fund. The Combined Authority and Government will jointly commission an independent assessment of the economic benefits and economic impact of the investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Combined Authority, but agreed at the outset with MHCLG and HM Treasury, and will take place every five years. The next five-year tranche of funding will be unlocked if Government is satisfied that the independent assessment shows the investment to have met the objectives and contributed to economic growth. The gateway assessment should be consistent with the HM Treasury Green Book, which sets out the framework for evaluation of all policies and programmes. The assessment should also take into account the latest developments in economic evaluation methodology. Government would expect the assessment to show that the activity funded through the scheme represents better value for money than comparable projects, defined in terms of a Benefit to Cost ratio and considered in the strategic context of local ambitions for inclusive growth across the whole geography.
- 128) As part of the implementation of the deal, the West Yorkshire Combined Authority and Government will agree a process to manage local financial risk relating to the deal provisions.
- 129) Prior to the first Mayoral elections, Government will work with the West Yorkshire Combined Authority to develop and publish a guide to the deal, which will aim to give the public and stakeholders – including Parliament – a clear understanding of: the powers and funding that are being devolved to West Yorkshire; where accountability sits as a result of this deal; and how decisions are made. This is consistent with the guides published for other Mayoral deals (which can be viewed at <https://www.gov.uk/government/publications/devolution-and-mayors-what-does-it-mean>).
- 130) The West Yorkshire Combined Authority and its members will continue to adhere to their public sector equality duties, for both existing and newly devolved responsibilities.

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Appendix 2: Key features of a mayoral combined authority

Role of the Mayor

By law, for all mayoral combined authorities:

- the Mayor is Chair of the Combined Authority,
- the Mayor cannot be a constituent Council member- a vacancy arises if Council member is elected as Mayor, and
- the Mayor must appoint a Deputy Mayor to act in their absence.

Functions carried out by the Mayor

A Mayor is responsible for carrying out “mayoral general functions”, on behalf of a mayoral combined authority. These are defined by a bespoke Order for each mayoral combined authority, reflecting the relevant Deal.

A Mayor also has statutory power to exercise bus franchising functions and may (subject to an Order) exercise Police and Crime Commissioner (PCC) functions.

Constraints on the Mayor

An Order may prescribe conditions or limitations on how a Mayor carries out their general functions, such as a requirement that the function is exercised subject to the consent of a relevant local authority.

Decisions made by the Mayor will be subject to overview and scrutiny arrangements, including call-in.

Mayoral decision-making arrangements

Mayoral general functions are exercisable by a Mayor in their individual capacity unless delegated by the Mayor:

- to the Deputy Mayor,
- to another Combined Authority member,
- to a Combined Authority officer,
- to a committee of the Combined Authority - but only where this has been authorised by the Order, or
- under joint arrangements – again, only as authorised by the Order.

Non-Mayoral functions

Any function of a mayoral combined authority for which the Mayor is not accountable, is the responsibility of the mayoral combined authority, (that is, may be discharged collectively by all members of the mayoral combined authority, or delegated to committees or officers).

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Appendix 3: Proposed process

Step 1: Statutory review (S111 of the 2009 Act)

The Combined Authority and the five constituent councils must **carry out a review** of any matter in respect of which the Secretary of State may make an Order relating to the constitutional arrangements for, or the transfer of functions to, the Combined Authority. A review may also include any other matter which the Combined Authority can decide itself, without needing an Order.

Step 2: prepare and publish a draft Scheme (S112 (1) of the 2009 Act)

If, further to the review, one or more of the constituent councils or the Combined Authority conclude that the an Order relating to constitutional arrangements or the transfer of functions to the Combined Authority would be likely to improve the exercise of statutory functions in the Combined Authority's area, they may **prepare and publish a Scheme** relating to any such Order. The proposal to adopt a Mayoral model and to transfer other public authority's functions to the Combined Authority would also be set out in the Scheme.

Step 3: Public consultation on the proposals contained in the Scheme

A public consultation exercise is required before the Secretary of State makes an order relating to constitutional arrangements or the transfer of functions to the Combined Authority. It is proposed that the Combined Authority and the constituent councils would jointly carry out a consultation exercise in connection with any Scheme.

Step 4: Submitting consultation responses to the Secretary of State

A **summary of the consultation responses** must be submitted to the Secretary of State with the draft Scheme. When deciding whether to make any Order relating to constitutional arrangements or the transfer of functions, the Secretary of State must consider whether the Order is likely to improve the exercise of statutory functions in the Combined Authority's area. The Secretary of State must also have regard to the need to

- reflect the identities and interests of local communities, and
- secure effective and convenient local government.

Step 5: Consent to a draft Order/regulations

Some aspects of the Deal (for example, the allocation of general functions to the Mayor) require the Combined Authority and the constituent councils to **consent to a draft Order/Regulations**.

Step 6: Secretary of State lays the draft Order/regulations in Parliament

Once required consents are given, the Secretary of State will lay any draft Order/regulations before Parliament for approval.

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Appendix 4: timeline

Step	Action/Decision	When – proposed timescales	Who
1	Carry out statutory Review	April - May 2020	Each Constituent Council and the Combined Authority jointly
	Consider Review outcome and resolve: <ul style="list-style-type: none"> that an Order would be likely to improve statutory functions agree Scheme for publication agree to consult public on the Scheme 	May 2020 (estimate 19 – 21 May)	Each Constituent Council, and the Combined Authority
2	Publish Scheme	End May 2020	Constituent Councils and the Combined Authority jointly
3	Consultation exercise	End May 2020 - early July 2020	Constituent Councils and the Combined Authority jointly
4	Consider outcome of consultation and resolve to submit a summary of responses to the Secretary of State	End of July 2020	Each Constituent Council And the Combined Authority
5	Secretary of State approves proposals set out in Scheme and decides to lay draft Order/Regulations	September 2020	Secretary of State
5	Consent to Order/Regulations	End of September 2020	Each Constituent Council and the Combined Authority
6	Order/Regulations laid	October 2020	Secretary of State
	Order/Regulations made and final deal published	December 2020/January 2021	Secretary of State
-	Notice of Mayoral Election	March 2021	Mayoral Combined Authority
-	Election of Mayor	May 2021	-

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Report of the Director of Finance to the meeting of the Executive to be held on 24th March 2020.

Subject: **BH**

Qtr. 4 Finance Position Statement for 2019-20

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2019-20.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current reserves and forecasts school balances for the year.

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Director of Finance & IT

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Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

QTR. 4 FINANCIAL POSITION STATEMENT FOR 2019-20

1.0 INTRODUCTION

This report is the fourth monitoring report presented to Members on the Council's 2019-20 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2020.

The report covers

- The forecast outturn of the Council's revenue budget including management mitigations where issues have been identified.
- The delivery of 2019-20 approved budget savings plans.
- A statement on the Council's reserves including movements in the 4th quarter.
- An update on the Capital Investment Plan.
- An update on Council Tax and Business Rates collection.
- The Council Risk Register (Appendix 4).

2.0. MAIN MESSAGES

Revenue Budget

2.1 Based on a projection at February 29th 2020, the Council is forecast to underspend the £359.9m net revenue budget (£1.130bn gross budget) by £0.9m.

	Gross Expenditure			Gross Income			Net		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
Health and Wellbeing	231.7	231.1	-0.6	-118.8	-120.8	-2.0	112.9	110.3	-2.5
Children's Services	485.2	497.4	12.2	-378.1	-380.3	-0.9	107.1	117.0	9.9
Department of Place	143.7	144.8	1.1	-56.9	-58.1	-1.2	86.7	86.7	0.0
Corporate Resources	225.4	220.0	-5.4	-179.6	-175.8	3.8	45.8	44.2	-1.6
Chief Executive	4.6	4.6	0.0	-0.4	-0.4	0.0	4.2	4.2	0.0
Non Service Budgets	6.9	6.2	-0.7	-0.8	-0.6	0.2	6.1	5.6	-0.5
General Fund	32.4	27.9	-4.5	-35.3	-37.0	-1.3	-2.9	-9.0	-6.1
Total Council	1,129.9	1,132.0	2.1	-770.7	-773.0	-3.0	359.9	359.0	-0.9

2.2 The Council manages approximately 130 different services, and the vast majority of these are forecast to end the year largely in line with their budgets. Contained within the overall £0.9m forecast underspend, there are however some significant variances (above + or - £0.3m) to plan, and these exceptions are summarised below.

Children's Services

2.3 Children's Services are forecast to overspend the £107.1m net expenditure budget by £9.9m, due mainly to a £11.1m forecast overspend on Children's Social Care resulting mainly from increasing numbers of Children Looked After (CLA) and Children requiring support.

2.4 There were 1,015 CLA at the end of September 2018 and this number has increased to 1,246 at the 31st of January 2020. The movement in CLA and Children receiving support in permanent arrangements is as follows:

	Apr 2019	Qtr 1 2019	Qtr 2 2019	Qtr 3 2019	Jan 2020
Children Looked After	1,167	1,198	1,236	1,236	1,246
Children in Permanent Arrangements	624	625	630	645	646
Total	1,791	1,823	1,866	1,881	1,892

2.5 Although the numbers of placements are growing at a rate lower than originally anticipated by Children's Services (1,400 CLA were forecast by year end), there has been a large increase in the number of typically costlier placements, most notably in Purchased Residential Care and Independent Foster Care.

	Apr-19	Jan-20	Change	Approx Cost per placement per year
CLA in placement on date - Residential Purchased	51	69	18	£173k
Residential In-House	51	49	-2	£160k
Fostering Purchased	100	146	46	£43k
Foster Care in House	364	365	1	£26k
CLA in placement on date - Family and Friends	333	361	28	£12
Placed for adoption/ with parents or other	268	256	-12	£0
Number of Children Looked After	1,167	1,246	79	

2.6 The main variances that result from the projected increase in CLA numbers are;

- A £6.7m forecast overspend on the £12.6m external purchased placements budget.
- A £1.0m overspend on the £15.5m Fees and Allowances budget paid to Foster Carers and Special Guardians amongst others. Use of fostering and special guardianship is cost effective, but rising volumes in placements generate additional cost.
- A £1.0m overspend on the £5.8m Through and After Care services budget due to the need to provide accommodation for young people.
- A £1.9m overspend on the £16.8m Social Work budget due mainly to higher workloads and the continued use of agency staff due to a shortage of staff. Budgets have increased significantly to cover a new staffing structure reflecting a move from 3 to 4 teams, however an overspend is still expected due to the high levels of agency staff as outlined below.

	Apr	Jun	Sep	Dec	Jan
Social Work Agency Staff	53	60	72	81	84
Total Agency	145	167	184	186	185

2.7 Agency staff numbers are continuing to grow as a result of there being higher numbers of Social Workers leavers than starters.

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Total
Social Work Leavers	Work	2	2	10	7	1	5	4	2	0	9	42
Social Work Starters	Work	0	1	1	2	4	5	3	2	0	3	21
Net Change		-2	-1	-9	-5	3	0	-1	0	0	-6	-21

2.8 Internal residential homes are also forecast to overspend the £5.0m net budget by £0.8m due mainly to agency staff and premises costs.

2.9 The Children with Disabilities service is also forecast to overspend the £4.1m net budget by £1.1m due mainly to an assessment that only £0.1m of a £0.4m agreed respite saving will be delivered; a £0.4m overspend on Direct Payments, and a £0.4m overspend on staff costs.

2.10 The above pressures are partly counter balanced by a one off underspend on the Targeted Early Help service of £1.5m in advance of a £0.9m saving in 2020-21. Work is ongoing to integrate the service more closely with Social Work services, and there will be a £2m investment into these services from April 2020.

2.11 The 2019-20 budget included £2.4m of additional investment for Children Looked After to help address additional Purchased Placement costs; £1.0m was also provided for additional Social Worker pay, and £0.6m for new Social Worker posts to help manage higher workloads and reduce staff turnover. Additionally, £1.5m was allocated as an Ofsted Inspection contingency on top of amounts provided for prices and demographic growth.

2.12 Furthermore, the Council also allocated a one off £6.5m Children's Investment Fund to help respond to the pressures in Children's Social Care. £6.0m of this has been committed in line with an improvement plan over the next 3 years.

2.13 The above budget increases will not however be sufficient to cover the additional Children Looked After numbers/costs expected by Children's Social Care, resulting in the forecast overspend. A £17.65m¹ increase in the Children's Social Care budget in 2020-21 has been approved.

2.14 Additionally, Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of agency staff. However, so far Social Work leavers continue to outstrip new starters.

2.15 Use of agency staff within the Children's Services team is a necessary part of the improvement journey both to work with the increased numbers of children who have come into the system over a short period of time as legacy issues are addressed, and to bring additional skills and experience. The rise in numbers has been recognised by the Children's Management Team and an urgent action group has been set up chaired by an Assistant Director to drive a recruitment plan which will address the rising number of vacancies and agency staff.

¹ £13.625m Demographic growth, £2m Early help (for 2020-21 and another £2m for 2021-22), £2m increase in Social Work Base budget (to replace £2m funded from one off funds).

- 2.16 The service is working with Impower in supporting sufficiency in Bradford through the Valuing Care Approach.
- 2.17 The service will also continue to implement the agreed Ofsted improvement plan.
- 2.18 Education & Learning is also forecast to underspend by £0.8m, largely due to salary underspends in SEN Services.
- 2.19 Regarding budget savings, Children's Services are on track to deliver £5.8m of the £6.1m of budget savings, largely as a result of implementing the £5.7m Targeted Early Help saving in 2018-19. The main forecast underachieved saving relates to respite care (£0.3m).

Travel Assistance

- 3.1 The Travel Assistance service provided to Children and Adults Service users with assessed needs, and delivered by the Passenger Transport Service within the Department of Place has a budgeted savings target of £4.774m.
- 3.2 Due to uncertainties of delivering the Travel Assistance savings without impacting vulnerable groups, a corporate contingency has been set aside to meet any savings shortfall pending a detailed review.
- 3.3 The review has completed and has found that only £2.47m is deliverable by 2021-22, with £0.5m being deliverable in 2019-20.
- 3.4 It should also be recognised that the service has managed to avoid increased costs and absorbed additional demand which could have cost approximately £0.6m.
- 3.5 Contingencies will be used to mitigate any underachievement in 2019-20, and the budget saving for 2020-21 will be reduced following the external review of deliverability.

Department of Place

- 4.1 The Department of Place is forecast to balance the £86.7m net expenditure budget, and deliver £2.9m of the planned £3.5m budget savings. The main budget variances include;
- 4.2 Waste Disposal Services are forecast to overspend the £17.1m budget by £1.2m due mainly to the disposal of dry mixed recycling (DMR) residual waste where falling market prices for recyclable materials are resulting in higher costs to the Council.
- 4.3 The contract for the processing and disposal of Dry mixed recycling tonnes has recently been extended and new recycle extraction equipment for the Materials Reclamation Facility (MRF) is under consideration, which should help to reduce waste processing costs.
- 4.4 However, although the 2020-21 budget includes £1m for additional

demographic growth and contract price increases, this is unlikely to be sufficient to cover the falling market prices for recyclable materials. As prices can go up as well as down, a price volatility reserve is planned to be created at year end.

- 4.5 Sports and Culture are also forecast to overspend by £0.7m due in part to the delayed openings of the new Sedbergh leisure centre (£0.3m), and the fitness facilities at Bowling Pool (£0.1m). There was also a restructure within Libraries and Museums that took longer than planned (£0.1m), and further cost pressures totalling £0.2m.
- 4.6 Planning Transportation & Highways are also forecast to overspend by £0.3m. This is largely due to a £0.2m forecast overspend in Building Control due to lower than budgeted fee income. This has been a recurring issue for a number of years and the 2020-21 budget includes a budget increase to address this.
- 4.7 Additionally, Street Lighting is forecast to overspend by £0.4m due to higher energy costs than budgeted. The overspends are partly counter balanced by additional income in Highways maintenance (£0.4m) this year, and the Street Lighting capital investment plan should help reduce energy consumption when implemented in the longer term. The project to procure replacement street lighting has commenced.
- 4.8 A £1.8m forecast underspend in Neighbourhoods and Customer services, linked mainly to increased parking and enforcement related revenues in Uniformed Services (£1.3m), and a £0.7m underspend in Economy and Development Services brings the Department of Place back towards balance. All other services are broadly forecast to end the year as budgeted.

General Fund & Non Service

- 5.0 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £6.1m due to;
- £3.4m of Corporate contingencies
 - £1.4m of other underspends (interest income, capital financing & others)
 - £1.3m of remaining one off VAT refund
- 5.1 The Non Service area which includes added pension years for former employees, payments to West Yorkshire Joint Services, Flood defence payments and External Audit costs amongst others, is forecast to underspend by £0.6m due mainly to lower pension costs.

Department of Health & Wellbeing

- 6.1 The Department of Health and Well-Being is forecast to underspend the £112.9m net expenditure budget by £2.5m due mainly to a £0.8m forecast underspend in Operational Services, a £0.6m underspend on Commissioning and Integration, a £0.3m underspend in Environmental Health and a £0.8m underspend within the Strategic Directors budgets.
- 6.2 Although Operational Services are forecast to underspend overall, there is a

£0.6m forecast overspend on Older People (OP) and Physical Disabilities (PD) Home Care (including Individual Service Funds) caused by higher Home Care hours than budgeted. Part of the higher Home Care hours results from the delayed opening of the new Extra Care facility in Keighley. This scheme will become operational soon and should help reduce Home Care hours going forward.

- 6.3 There has also been an increase in the enablement support hours delivered by private Home Care providers due to capacity issues in the Bradford Enablement Support Team (BEST). This is as a result of supply issues in the market, which has resulted in BEST holding a significant number of long term care hours.
- 6.4 Work is on-going to reduce Home Care hours through reviewing packages of care (focusing on the short term cases held with private providers) and working with the market to increase capacity. The overspend on Home Care has been partly counter balanced (£0.3m) by a reduction in the number of OP and PD Residential and Nursing placements.
- 6.5 £2.5m of the £3.1m Public Health savings are forecast to be achieved; the shortfall of £0.6m is due to the delay in the procurement process for the new 0-19 Children's Service and will be met from reserves and a £0.2m one off contribution from health.

Corporate Resources

- 7.1 Corporate Resources are forecast to underspend the £45.8m net budget by £1.6m, and deliver £1.8m of £2.5m of budgeted savings as planned. The main variances are outlined below.
- 7.2 Estates and Property Services, while forecasting a £0.1m overspend overall, this contains pressures of £0.3m due mainly to income shortfalls in Estates Operational & Investment (£0.4m), and a £0.3m overspend in Industrial Services Group due to significant trading pressures. There are also on-going structural pressures in Architectural Services (£0.2m). These are however being counter balanced by underspends in other services.
- 7.3 The £0.4m forecast income shortfall in Estates Operational Investments is linked to underachieved savings (£0.275m) that were planned to be delivered by expanding the investment estate, and lower rental income from the existing estate. In respect of investment property, the Council has recently purchased a site in Ilkley to generate additional rental income. The £0.25m forecast overspend in Architectural Services is due to lower workloads resulting from a smaller capital programme.
- 7.4 Revenues & Benefits are forecasting a £1.6m underspend including £0.5m relating to benefits payments which is one off in nature. Additionally, £0.3m relates to short term in year savings on salaries due to vacancy control plus £0.2m on court costs and £0.1m on contracts. A further £0.4m underspend relates to the net in year impact of a reduction in unsubsidised overpayments and a knock on reduction in recovery income and bad debt provision.

Material Changes since Qtr 3 (Dec)

8.1 The forecast position has improved by £1.1m to an underspend of £0.9m.

£ms	Forecast Variance at Qtr 3	Forecast Variance at Qtr 4	Change in Variance
Health and Wellbeing	-2,187	-2,532	-346
Department of Place	306	-20	-327
Corporate Resources	-1,368	-1,601	-233
Chief Executives	52	-31	-83
Children's Services	10,020	9,947	-73
General Fund	-6,087	-6,153	-66
Non Service Budgets	-506	-506	-0
Total Council	230	-898	-1,128

8.2 The forecast underspend in Health and Wellbeing has increased by £0.3m, due to reductions in agency forecasts (£0.2m), and the aggregation of other small scale changes.

8.3 The £0.3m improvement in the forecast variance in the Department of Place is mainly due to a £0.5m increase in the underspend in Economy & Development services to £0.7m due to deferred expenditure, and a £0.3m increase in the underspend in Neighbourhood Services linked to Street Cleansing (£0.1m to £0.1m), and Uniformed Services (£0.2m to £1.8m) as outlined above. This has been partly offset by an increase in Waste Services (£0.4m) linked mainly to continued lower recycling income and Trade Waste.

8.4 The £0.2m increase in the forecast underspend in Corporate Resources is due to wide spread small scale improvements linked to vacant posts not being filled before the year end.

8.5 The £0.1m reduction in the Children's Services overspend to £9.9m is due to a £0.4m increase in the forecast underspend in Education & Learning to £0.6m due to a number of small scale changes including Outdoor Centres and the Deputy Directors Area, being counterbalanced by a £0.4m increase in the Social Care overspend due to contracts for Project Agency Social Workers being extended to year end.

8.6 Although the General fund underspend remains materially the same overall, there has been £0.5m of additional income that will be received from the National Levy Account surplus following notification from government in February 2020. This is planned to be used to contribute to a new price volatility reserve for Waste Services.

Savings Tracker

9.1 The combined budget savings of £22.0m in 2019-20 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £278.2m.

9.2 The 2019-20 budget includes £16.1m of new budget reductions, however

£5.9m of prior year underachieved savings have carried forward into 2019-20, meaning that £22.0m of savings are budgeted to be delivered in 2019-20.

- 9.3 In tracking progress made against each individual saving proposal, £14.8m of the £22.0m is forecast to be delivered, leaving £7.2m that is forecast not to be delivered.

	Prior year underachieved Savings outstanding at 31/3/19	2019/20 New Savings	Total Savings 2019/20	Forecast Variance 2019/20
Health & Wellbeing	0.0	4.7	4.7	1.2
Children's Services	0.0	6.1	6.1	0.3
Place	0.7	2.8	3.5	0.6
Corporate Resources	0.4	2.0	2.4	0.7
Chief Executives Office	0.0	0.1	0.1	0.0
Travel Assistance	4.8	0.0	4.8	4.4
General Fund	0.0	0.5	0.5	0.0
Total	5.9	16.1	22.0	7.2

- 9.4 Although the forecast underachieved savings remain high, they are lower than the last 3 years.

	Underachieved Savings £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.2

- 9.5 The £7.2m of forecast underachieved savings are largely due to the £4.4m Travel Assistance Saving which has been subject to a review, and will be addressed as part of the 2020-21 budget. Additionally, there is a forecast underachievement of £0.5m on the £1.5m Adults Demand Management saving linked to higher Home Care costs. This underachievement is however counterbalanced by underspends in other parts of Health & Wellbeing.
- 9.6 The other forecast underachieved savings are not expected to have a significant impact in 2020-21.

Reserves

10.1 At 29th February 2020 reserves stand at £204.7m (Council £177.5m and Schools £27.2m).

10.2 Net movements in reserves have led to a £0.4m increase in total reserves from £204.3m at 31st December 2019 to £204.7m at 29th February 2020. At 29th February 2020 unallocated reserves stand at £10.3m.

	Closing Balance 2017-18 £m	Closing Balance 2018-19 £m	Opening Balance 2019-20 £m	Net Movement	Balance as at 29th Feb 2020 £m
Council reserves	127.8	181.6	181.6	-4.1	177.5
Schools Delegated budget	25.2	27.2	27.2	0.0	27.2
Total	153.0	208.8	208.8	-4.1	204.7

10.3 The £0.4m net increase in reserves include:

Releases from Reserves

None

Transfers to Reserves

£0.4m to grant reserves

The MRP reserve, review of pensions, single status and finance works reserve have been consolidated together to support developments requiring additional accountancy support such as Housing Revenue Account, VAT, and projects.

Appendices 1&2 outline Council and Schools reserves.

School Balances

10.4 The table below shows that School Reserves (including Schools Contingencies) forecast position as at 31st of March 2020. The forecast is based on information submitted by school at the end of quarter three.

	Balance 1 st April 2019		Balance 31 st March 2020		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	651	7	815	0	(164)
Primary	84	7,648	82	6,688	2	960
Secondary	7	(509)	6	(3,070)	1	2,561
Special	4	969	3	563	1	406
Pupil Referral Units (PRU)	6	432	3	55	3	377
Subtotal	108	9,191	101	5,051	7	4,140
School Contingency		17,541		21,060	0	(3,519)
Other Activities		544		287	0	257
Total	108	27,276	103	26,398	7	878

- 10.5 The school balances reserve is currently forecast to reduce by £0.9m in 2019-20. There have been four schools (Carlton Bolling College, Delius, Oldfield Primary and Princeville Primary) that converted to academy status in 2019-20. Two Education in Hospital pupil referral units are now managed by the local authority from the 1st September 2019 and Ellar Carr pupil referral unit is now part of Beechcliffe Special School.
- 10.6 There are seven schools (five primary, one secondary and one pupil referral units) currently in deficit with a combined deficit total of £4.7m. The main concern remains Hanson Secondary where the deficit balance is forecast to increase from £3.6m at the end of 2018-19 to £4.5m in 2019-20.
- 10.7 In setting the 2019-20 Schools Budget, £2.9m of the School Contingency balance of £17.5m was allocated to support the overall schools budget from April 2019 with the rest to support future year school budgets.

Capital Expenditure

- 11.1 The Council continues to seek to deliver a large Capital Programme across the District, which will provide improved facilities and infrastructure to support the delivery of the Council Plan.
- 11.2 Overall, the revised capital budget for the Capital Investment Plan is £562.8m. The reprofiled resource position for the 2019-20 Plan stands at £121m. To the end of February there has been total spend of £67.6m. A summary by service is shown below with a detailed monitor in Appendix 3.

	Q3 Re profiled Budget 2019-20	Changes	Re profile Budget 2019-20	Spend 27 Feb 2020	Budget 20-21	Budget 21-22	Budget 22-23 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	4.6	0	4.6	3.5	3.8	3.4	0	11.8
Children's Services	28.0	0	28.0	14.1	15.9	2.3	0	46.2
Place - Economy & Development	17.5	0.2	17.7	11.1	30.5	8.8	6.4	63.4
Place - Planning, Transportation & Highways	27.9	0	27.9	18.1	32.3	50.7	116.5	227.4
Place - Other	14.8	0	14.8	8.9	12.2	4.7	12.4	44.1
Corp Service – Estates & Property Services	17.0	0	17.0	11.9	4.3	0.1	0	21.4
TOTAL - Services	109.8	0.2	110.0	67.6	99.0	70.0	135.3	414.3
Reserve Schemes & Contingencies	10.9	0.1	11.0	0	35.6	45.1	56.8	148.5
TOTAL	120.7	0.3	121.0	67.6	134.6	115.1	192.1	562.8

- 11.3 There has been an increase in the budget of £0.3m for 2019-20 and overall an increase of £8.7m. In Quarter 2 the capital programme underwent a review to analyse and challenge the current approved spending profiles. Challenge sessions were held with Directorates and schemes re-profiled between years to better reflect the year of spend. Following this review, the budget has not been amended unless new budgets have been approved by Executive or the scheme is directly funded by grant or revenue.

11.4 The increase to budgets is made up of:

- £0.4m for the Bowling pool extension included in this report.
- £8.1m of new funding for Highways schemes. This includes works as part of the West Yorkshire Combined Authority Railway Parking Programme and Highways Maintenance Funding for 2020-21.
- £0.2m for Housing IT system funded by revenue.

Capital Programme 2019-20 Update

11.5 The latest forecast for expenditure for 2019-20 is £89.5m, compared to a revised budget of £121.0m. Spend to the end of February is £67.6m. A summary by service is shown below with a detailed monitor in Appendix 3. The capital programme underwent a review in Quarter 2 to challenge spending profiles. Schemes were re-profiled between years and slippage in to future years is expected to reduce compared to previous years.

Budget, forecast and spend to date as at 27 February for 2019-20

	Revised Budget 2019- 20 £m	Annual Spend Forecast £m	Variance £m	Spend 27 Feb 2020 £m	Spend to date as a % of forecast %
Health and Wellbeing	4.6	4.0	-0.6	3.5	87.5
Children's Services	28.0	18.1	-9.9	14.1	77.9
Place - Economy & Development	17.7	12.9	-4.8	11.1	86.0
Place - Planning, Transportation & Highways	27.9	24.1	-3.8	18.1	75.1
Place – Other	14.8	14.8	0.0	8.9	60.1
Corporate Resources – Estates & Property	17.0	15.2	-1.8	11.9	78.3
TOTAL - Services	110.0	89.1	-20.9	67.6	75.9
Reserve Schemes & Contingencies	11.0	0.4	-10.6	0	0
TOTAL	121.0	89.5	-31.5	67.6	75.9

11.6 There is a forecast capital programme variance of £31.5m between the budget and the latest expenditure forecast. The projected underspend reflects in part the timing in delivery of some capital schemes. The variation will be closely monitored and the final outturn position will be highly dependent on schemes both starting and continuing on schedule and delivering to plan. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

11.7 It should be noted that there are a number of significant elements of the Corporate Property Programme, such as the Strategic Acquisitions Programme, which are dependent on negotiations with third parties in order to achieve a successful outcome for projects such as land acquisition.

New Capital Schemes

11.8 The Project Appraisal Group (PAG) has considered the following capital bids and recommends their approval by Executive for inclusion in the Capital Investment Plan (CIP).

Bowling Pool Gym extension - £0.433m to refurbish and extend the fitness facility at Bowling Pool. The works will increase membership, physical activity and participation levels. The scheme will be an invest to save one with the additional income funding the annual capital financing costs.

Capital Resources

- 11.9 The capital programme is reviewed on an on-going basis to confirm the capital resources required to finance 2019-20 capital spend are in place and the future years programme is fully funded. Whilst the capital programme remains affordable in 2019-20, a wider review will consider the continued affordability of debt costs in future years in the context of: planned expenditure and pressures in conjunction with the Council priorities; projections on interest rates; and the Council's balance sheet to fund capital spend.
- 11.10 Capital receipts from the sale of fixed assets exceed £2.5m to date and the Council is expected to achieve the target of £3m in capital receipts for the year. The Council has received an additional £18.4m in capital grants and contributions so far this year.
- 11.11 £5.6m of loans matured in July and August 2019 and a further £11.5m has matured in February 2020. A total of £17.1m of loans have matured this year with an average rate of interest of 6.6%. To finance commitments in the capital plan £41m of new borrowing has been undertaken currently in 2019-20. Up to the 30th September £35m was borrowed and in Quarter 2 loans for £1.5m and £4.5m were completed. The average rate of interest on the new loans is 2.0%.

Council Tax and Business Rates Collection

- 12.1 Regarding Council Tax and Business Rates, the Council will receive in 2019-20 its budgeted shares. Any variance from the budget to the outturn is carried forward into 2020-21, so only impacts on next financial year. Bradford has a share of a surplus on Council Tax (£0.9m) and Business Rates (£0.8m). This is already factored into the budget for 2020-21.

13.0 RISK MANAGEMENT

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Council's risk register is provided in Appendix 4

14.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules

15.0 OTHER IMPLICATIONS

16.1 EQUALITY & DIVERSITY

None

16.2 SUSTAINABILITY IMPLICATIONS

None

16.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

16.4 COMMUNITY SAFETY IMPLICATIONS

None

16.5 HUMAN RIGHTS ACT

None

16.6 TRADE UNION

None

16.7 WARD IMPLICATIONS

None

16.8 IMPLICATIONS FOR CORPORATE PARENTING

None

16.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

None

16.10 NOT FOR PUBLICATION DOCUMENTS

None

17.0 RECOMMENDATIONS

That the Executive

17.1 Note the contents of this report and the actions taken to manage the issues highlighted in the report.

17.2 Approve the following capital expenditure schemes as set out at paragraph 11.8 of this report.

- £0.433m to extend the fitness facilities at Bowling Pool. This will be funded by the additional income generated through increased membership.

18.0 APPENDICES

Appendix 1 Reserves Statement as at 29th February 2020

Appendix 2 Service Earmarked Reserves as at 29th February 2020

Appendix 3 Capital Investment Plan

Appendix 4 Risk Register

19.0 BACKGROUND DOCUMENTS

- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20th 2020.
- Qtr 3 Finance Position Statement 2019-20 – Executive 4th February 2020
- Qtr 2 Finance Position Statement 2019-20 – Executive 5th November 2019
- Qtr 1 Finance Position Statement 2019 -20 – Executive 9th July 2019
- 2019-20 Finance Position Statement – Executive 9th July 2019
- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019

Reserves Statement as at 29th February 2020

Appendix 1

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	10,300	0	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	241	0	241	Funding to support young and disadvantaged people into employment
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Trade Waste VAT refund	103	-103	0	£120k per annum to be used in 2015-16 onwards to contribute towards the cost of Financial Services.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	0	1,775	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	1	-1	0	
Single Status	23	-23	0	To cover any residual implementation of Single Status costs.
Better Use of Budgets	789	-789	0	To cover deferred spend on priority work from 2018-19
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's programme
Regional Growth Fund	4,222	-320	3,902	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,622	0	1,622	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	16,759	-6,006	10,753	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,388	0	1,388	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Health Integration Reserves	222	-222	0	Available to fund projects that lead to greater integration between the Council and its Health partners.

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Match Fund Basic needs Grant	700	0	700	Match funding against capital spend – using capital grants first.
Strategic Site Assembly Implementation Reserve	698 2,557	-200 0	498 2,557	To be moved to Local Plan reserve in 2020 To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	2,735	0	2,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	
Redundancy Reserve	5,430	0	5,430	To provide for the costs of future redundancies
Review of Council's MRP Policy	10	-10	0	Professional advice on MRP policy – moves to Finance Works reserve
Review of Council's Pension Guarantees	4	-4	0	Moved to Finance Works reserve
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	47,401	6,520	53,921	Reserve created as a result of change in Minimum Revenue provision accounting policy.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	360	0	360	Statutory compensation obligation for terminating tenancies
ICT Programmes Budget	4,951	0	4,951	To fund future ICT projects
Finance Works Reserve	56	37	93	Reserve to fund additional project Finance Work including Housing Revenue Account.
Sub Total	99,610	-1,121	98,489	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	390	0	390	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,527	0	5,527	
D. Service Earmarked Reserves	32,473	-1,247	31,226	See Appendix 2
E. Revenue Grant Reserves	18,636	-1,802	16,834	
F General Reserves				
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events.

	Opening Balance £000	Movement in 2019-20 £000	Closing Balance £000	Comments
Schools delegated budget	27,276	0	27,276	The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors. Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	42,276	0	42,276	
Grand total	208,822	-4,170	204,652	

Departmental Earmarked Reserves Statement at 29th February 2020

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	754	0	754	Funding to support invest to save projects
Integrated Care	838	-170	668	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	0	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Total Adult and Community Services	2,251	-170	2,081	
Children Services				
BSF Unitary Charge	7,852	0	7,852	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	5,747	0	5,747	See above
Travel Training Unit	331	0	331	To provide travel training to Children with SEND to encourage independent travel.
Early Help Enabler Support	397	0	397	To help support Early Help programme
Early Help Workforce Development	34	0	34	To fund time limited Prevention & Early Help Worl
Retail Academy (Skills for Employment)	338	0	338	Skills for work
Prevention & Early Help	500	0	500	To fund time limited Prevention & Early Help Worl
SEND Inspection Resource	194	0	194	To provide resource to assist with preparation for inspection.
One Workforce Reserve	641	0	641	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	187	0	187	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	105	0	105	Training for post 16 Children through Industrial Centres of Excellence.
Training Work Programme (Skills for Work)	663	0	663	Skills for Work
Total Children	16,989	0	16,989	
Department of Place				
Marley & other pitch and gyms	106	0	106	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District.

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
City centre regeneration	51	0	51	Delivery of City Centre Growth Zone
Customer Service Strategy	46	-40	6	Non recurring investment to be used to fund the Customer Service Strategy.
Taxi Licensing	499	0	499	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	346	0	346	Work associated with the restoration of St Georges Hall and signage at the Alhambra
Cricket Pitch Refurbishment	310	-310	0	Maintenance & improvement work associated with 6 Council owned cricket pitches.
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
HLF Building Maintenance	10	-10	0	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Tourism reserve	15	0	15	To develop a new model of volunteer tourism.
Culture Company	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	Fund for museum improvement
Council Housing Reserve	790	0	790	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	9	0	9	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	383	0	383	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	362	0	362	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree & Woodland planting fund as part of Woodland Strategy.
City Park Sinking Fund	812	0	812	Funding set aside to meet the lifetime maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Used as match funding for ESIF and future WYCA calls for enterprise activity
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Landlord incentives

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	88	0	88	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	261	0	261	Contingency for temporary accommodation/B&B expenditure
Housing Options IT System	173	0	173	Housing IT
PT&H Local Plan	216	0	216	To complete the local plan
PT&H Local Plan Transport Modelling	250	0	250	To complete the local plan
Ad:venture & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	91	0	91	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	500	0	500	
Well England Reserve	100	0	100	Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley.
Department of Place	9,385	-360	9,025	
Corporate Resources				
Schools Traded HR Reserves	147	-38	109	To mitigate the risk of changes in customer base.
Workforce Development	122	0	122	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	208	0	208	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	322	-20	302	To support community led service provision and investment in initiatives that engage with vulnerable people.

	Opening Balance £000	Movement in 2019-20 £000	Latest Balance £000	Comments
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
UC Admin Reserve	546	-546	0	To help cover the cost of the implementation of universal credit administration.
Additional cost of Estate projects including legal and 3rd party costs Reserve	350	-113	237	Legal and other costs associated with estates projects
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	313	0	313	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	228	0	228	Residual funding for on-going programme promoting and facilitating community asset transfers
Payroll Reserve	100	0	100	To mitigate any reductions in schools trading
Central Admin Estates Security	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	540	0	540	To help smooth effect of price spikes.
Total Corporate Resources	3,848	-717	3,131	
Total Service Earmarked Reserves	32,473	-1,247	31,226	

Appendix 3

Capital Executive Report

Funding

Scheme No	Scheme Description	Q3 2019-20	Q4 New projects	Revised at Q4 2019-20	Forecast	Spend 27 Feb 2020	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		Exec Feb 20		Budget						Budget				
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing														
CS0237a	Great Places to Grow Old	0	0	0	0	0	2,000	3,000	0	0	0	0	5,000	5,000
CS0237b	Keighley Rd Extra Care Fletcher Court	2,202	0	2,202	2,000	1,928	200	0	0	0	800	528	1,074	2,402
CS0237c	Keighley Rd Residential Care Valley View	988	0	988	839	677	200	0	0	0	400	0	788	1,188
CS0373	BACES DFG	980	0	980	700	605	443	443	0	0	1,866	0	0	1,866
CS0239	Community Capacity Grant	50	0	50	86	34	936	0	0	0	986	0	0	986
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	90	90	0	0	0	0	0	90	0	0	90
CS0352	Electric vehicle charging infrastructure	1	0	1	1	0	0	0	0	0	1	0	0	1
CS0451	The Third Place	250	0	250	250	250	0	0	0	0	250	0	0	250
Total - Health and Wellbeing		4,580	0	4,580	3,985	3,498	3,779	3,443	0	0	4,412	528	6,862	11,802
Children's Services														
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0278	Targeted Basic Needs	33	0	33	0	0	0	0	0	0	33	0	0	33
CS0286	Outdoor Learning Centres	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	2,685	0	2,685	2,690	2,690	0	0	0	0	2,685	0	0	2,685
CS0030	Capital Improvement Work	626	0	626	550	116	0	0	0	0	626	0	0	626
CS0240	Capital Maintenance Grant	1,000	0	1,000	522	336	0	0	0	0	1,000	0	0	1,000
CS0240b	Capital Maintenance Grant	3,870	0	3,870	3,685	2,606	0	0	0	0	3,870	0	0	3,870
CS0240c	School Cap Inv Prog 19-20	2,002	0	2,002	132	117	1,002	0	0	0	3,004	0	0	3,004
CS0244a	Primary Schools Expansion Progr	5,600	0	5,600	3,000	2,355	1,429	0	0	0	7,029	0	0	7,029
CS0244b	Silsden Sch £7.265m Exec 12/04/16	3,424	0	3,424	1,000	307	6,337	465	0	0	10,226	0	0	10,226
CS0244c	SEN School Expansions	2,363	0	2,363	1,800	1,140	3,600	0	0	0	5,963	0	0	5,963
CS0362	Secondary School Expansion	6,198	0	6,198	4,600	4,385	3,500	1,798	0	0	11,496	0	0	11,496
CS0377	LA SEN Free School	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0421	Healthy Pupil Capital Grant	227	0	227	77	2	0	0	0	0	227	0	0	227
Total - Children's Services		28,028	0	28,028	18,056	14,054	15,868	2,263	0	0	46,159	0	0	46,159

Capital Executive Report

Funding

Scheme No	Scheme Description	Q3 2019-20	Q4 New projects	Revised at Q4	Forecast	Spend 27	Budget	Budget	Budget	Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		Budget Exec Feb 20		2019-20 Budget		Feb 2020	2020-21	2021-22	2022-23	2023-24 & onwards				
Place - Economy & Development Services														
CS0134	Computerisation of Records	10	0	10	10	10	0	0	0	0	10	0	0	10
CS0136	Disabled Housing Facilities Grant	5,575	0	5,575	4,500	5,078	5,753	2,028	4,392	0	12,748	0	5,000	17,748
CS0137	Development of Equity Loans	1,000	0	1,000	1,000	846	1,200	1,195	1,211	0	2,576	0	2,030	4,606
CS0144	Empty Private Sector Homes Strat	1,206	0	1,206	1,206	586	825	825	831	0	0	0	3,687	3,687
CS0465	Civica Housing IT System	0	189	189	0	0	0	0	0	0	189	0	0	189
CS0225	Afford Housing Prog 11-15	0	0	0	62	116	0	0	0	0	0	0	0	0
CS0308	Afford Housing Prog 15 -18	2,021	0	2,021	2,521	1,940	500	0	0	0	0	2,521	0	2,521
CS0380	Afford Housing Prog 18-21	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	1	0	1	0	0	177	0	0	0	0	0	178	178
CS0280	Temp Housing Clergy House	55	0	55	55	1	0	0	0	0	0	0	55	55
CS0335	Bfd Cyrenians 255-257 Mnghm Ln	9	0	9	9	0	0	0	0	0	0	0	9	9
CS0084	City Park	192	0	192	5	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,720	0	1,720	200	188	4,400	0	0	0	0	0	6,120	6,120
CS0189	Buck Lane	53	0	53	90	78	0	0	0	0	0	0	53	53
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	570	0	570	220	214	0	0	0	0	0	0	570	570
CS0266	Superconnected Cities	846	0	846	25	17	0	0	0	0	0	0	846	846
CS0446	Staithgate La Enterprise Zone site Investigation works	85	0	85	85	65	0	0	0	0	85	0	0	85
CS0291	One City Park (fmr Tyrls)	0	0	0	0	0	4,800	0	0	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	625	0	625	0	0	0	0	0	0	625	0	0	625
CS0345	Develop Land at Crag Rd, Shply	43	0	43	0	0	0	0	0	0	0	0	43	43
CS0107	Markets	26	0	26	5	5	0	0	0	0	0	0	26	26
CS0363	Markets Red'mnt - City Cntr	2,779	0	2,779	3,000	1,904	11,850	4,760	0	0	1,260	4,371	13,758	19,389
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	596	0	0	1,000	0	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Serv		17,512	189	17,701	12,993	11,047	30,505	8,808	6,434	0	22,293	6,892	34,263	63,448

Capital Executive Report

											Funding			
Scheme No	Scheme Description	Q3 2019-20 Budget Exec Feb 20	Q4 New projects	Revised at Q4 2019-20 Budget	Forecast	Spend 27 Feb 2020	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000		£'000										
Place - Planning, Transportation & Highways														
CS0131	Kghly Town Cntr Heritage Initi	151	0	151	0	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	14	14	0	0	0	0	0	14	0	0	14
CS0179	Landscape Environ Imp	21	0	21	0	0	0	0	0	0	21	0	0	21
CS0285	Strategic Development Fund	1,167	0	1,167	0	0	0	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	249	0	249	300	23	300	0	0	0	549	0	0	549
CS0372	Countryside S106 Projects	226	0	226	300	10	300	0	0	0	526	0	0	526
CS0091	Capital Highway Maint	5,006	0	5,006	5,006	4,919	4,928	0	0	0	9,934	0	0	9,934
CS0095	Bridges	200	0	200	700	649	919	0	0	0	1,119	0	0	1,119
CS0096	Street Lighting	132	0	132	132	70	131	0	0	0	263	0	0	263
CS0099	Integrated Transport	140	0	140	140	39	0	0	0	0	140	0	0	140
CS0164	Local Intgrtd Transp Area Com	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0168	Connecting the City (Westfield)	15	0	15	19	17	0	0	0	0	15	0	0	15
CS0172	Saltaire R/bout Cong& Safety Works	279	0	279	0	0	0	0	0	0	279	0	0	279
CS0252	Measures to Support Hubs	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0264	Highway to Health	0	0	0	437	454	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisi	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	495	0	0	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	7,529	0	7,529	6,615	4,373	4,273	30,386	93,147	0	135,335	0	0	135,335
CS0396	WYTF Corr Imp Projects	768	0	768	1,476	1,056	5,720	5,077	0	0	11,015	0	550	11,565
CS0296	Pothole Funds	431	0	431	490	325	0	0	0	0	431	0	0	431
CS0306a	Strategic Transp Infrastr Priority	1,090	0	1,090	0	0	1,690	0	0	0	0	0	2,780	2,780
CS0302	Highways Prop Liab Redn Strat	97	0	97	30	33	0	0	0	0	97	0	0	97
CS0310	Clean Vehicle Technology Fund	3	0	3	0	0	0	0	0	0	3	0	0	3
CS0317	VMS Signage	39	0	39	0	0	0	0	0	0	39	0	0	39
CS0319	Challenge Fund	425	0	425	1,111	1,142	0	0	0	0	425	0	0	425
CS0323	Flood Risk Mgmt	30	0	30	90	43	0	0	0	0	30	0	0	30
CS0325	Street Lighting Invest to Save	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	0	106	106	0	0	0	0	0	0	0	106	106
CS0332	Flood Funding	6	0	6	0	0	0	0	0	0	6	0	0	6
CS0334	Air Quality Monitoring Equip	9	0	9	9	0	0	0	0	0	9	0	0	9

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Funding

Scheme No	Scheme Description	Q3 2019-20	Q4 New projects	Revised at Q4	Forecast	Spend 27 Feb 2020	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Funding		Budget Total
		Exec Feb 20		2019-20 Budget								Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0350	Street Lighting Invest to Save	312	0	312	312	33	0	0	0	0	0	312	0	312
CS0365	National Productivity Invest Fund	3	0	3	43	0	0	0	0	0	3	0	0	3
CS0370	LTP IP3 Safer Roads	1,619	0	1,619	124	24	0	0	0	0	1,619	0	0	1,619
CS0371	LTP IP3 Public Transport	247	0	247	225	228	0	0	0	0	247	0	0	247
CS0375	Sign Shop	19	0	19	0	0	0	0	0	0	0	19	0	19
CS0379	NPIF UTMC	1,247	0	1,247	1,247	1,071	0	0	0	0	1,247	0	0	1,247
CS0386	Cycling & Walking Schemes LTP3	18	0	18	18	1	0	0	0	0	18	0	0	18
CS0414	LTP IP3 Safer Rds	214	0	214	206	265	0	0	0	0	214	0	0	214
CS0398	Bfd City Ctre Townscape Herit	500	0	500	100	32	1,115	845	290	0	2,500	0	250	2,750
CS0430	Hwys Maint Fund Oct18	2,553	0	2,553	2,553	2,033	0	0	0	0	2,553	0	0	2,553
CS0432	Steeton/Silsden Crossing	189	0	189	110	101	0	0	0	0	189	0	0	189
CS0423	Highways IT upgrade	83	0	83	83	33	0	0	0	0	0	83	0	83
CS0433	Gain Lane / Leeds Rd Jct	30	0	30	30	0	0	0	0	0	30	0	0	30
CS0450	CILS payments	0	0	0	40	40	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Rds 1920	120	0	120	120	16	0	0	0	0	120	0	0	120
CS0454	Area Comm ITS 1920	660	0	660	660	315	0	0	0	0	660	0	0	660
CS0434	Smart Street Lighting	209	0	209	209	110	9,595	12,760	11,940	11,080	0	45,584	0	45,584
CS0455	IP4 projects	828	0	828	777	447	1,258	1,201	0	0	3,287	0	0	3,287
CS0456	WY Integrated UTMC Centre	200	0	200	200	238	432	0	0	0	632	0	0	632
CS0464	Ben Rhydding Railway Station Car Park	0	20	20	20	0	1,581	500	0	0	2,101	0	0	2,101
Total Place - Planning, Transportation & Highways		27,900	20	27,920	24,052	18,139	32,242	50,769	105,377	11,080	176,537	45,998	4,853	227,388
Dept of Place - Waste, Fleet & Transport														
CS0060	Replacement of Vehicles	3,000	0	3,000	5,000	1,181	3,000	3,000	3,000	0	0	12,000	0	12,000
CS0063	Waste Infrastructure & Recycling	26	0	26	26	32	0	0	0	0	26	0	0	26
CS0283	Above Ground Fuel Storage	22	0	22	35	35	0	0	0	0	0	0	22	22
CS0438	Harris St Fencing	59	0	59	68	68	0	0	0	0	0	0	59	59
CS0435	Sugden End Landfill Site	856	0	856	150	125	1,105	0	0	0	0	0	1,961	1,961
CS0415	Shearbridge Depot Security	100	0	100	0	0	0	0	0	0	0	0	100	100

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Funding

Scheme No	Scheme Description	Q3 2019-20 Budget Exec Feb 20	Q4 New projects	Revised at Q4 2019-20 Budget	Forecast	Spend 27 Feb 2020	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0416	Fleet Management IT systems upgrade	39	0	39	39	31	0	0	0	0	0	0	39	39
CS0417	Keighley Transfer Loading Station electrical systems	34	0	34	34	0	0	0	0	0	0	0	34	34
CS0463	Waste Trommel	0	0	0	0	0	250	0	0	0	0	250	0	250
Total Place - Waste, Fleet & Transport		4,136	0	4,136	5,352	1,472	4,355	3,000	3,000	0	26	12,250	2,215	14,491

Dept of Place - Neighbourhoods & Customer Services														
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	25	25	0	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	158	0	158	158	0	0	0	0	0	0	0	158	158
CS0359	Community Resilience Grant	18	0	18	18	0	0	0	0	0	18	0	0	18
CS0462	Ilkley Parking scheme	100	0	100	300	329	220	0	0	0	0	320	0	320
Total Place - Neighbourhoods & Customer Services		336	0	336	483	329	220	0	0	0	18	320	218	556

Dept of Place - Sports & Culture														
CS0151	Building Safer Commun	47	0	47	21	21	0	0	0	0	47	0	0	47
CS0328	Cliffe Castle Various	15	0	15	15	0	0	0	0	0	15	0	0	15
CS0430	Cartwright Hall Café	105	0	105	105	115	0	0	0	0	0	105	0	105
CS0340	St George's Hall	-176	0	-176	400	199	0	0	0	0	0	0	-176	-176
CS0129	Scholemoor Project	0	0	0	0	0	0	83	0	0	83	0	0	83
CS0162	Capital Projects - Recreation	602	0	602	510	131	440	0	0	0	1,042	0	0	1,042
CS0229	Cliffe Castle Restoration	110	0	110	91	90	10	10	0	0	130	0	0	130
CS0347	Park Ave Cricket Ground	7	0	7	45	9	0	0	0	0	7	0	0	7
CS0004	S106 Recreation	0	0	0	100	79	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	0	0	0	0	0	200	820	0	0	700	0	320	1,020
CS0403	Bereavement Strategy - Fee	400	0	400	405	374	341	0	0	0	91	0	650	741
CS0403c	Crematorium	0	0	0	118	94	2,500	250	0	0	0	0	2,750	2,750
CS0277	Wyke Manor Sports Dev - demolitn	177	0	177	400	290	0	0	0	0	177	0	0	177

Capital Executive Report

Funding

Scheme No	Scheme Description	Q3 2019-20	Q4 New projects	Revised at Q4 2019-20	Forecast	Spend 27 Feb 2020	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Funding		Budget Total
		Exec Feb 20		Budget								Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0277b	Wyke Manor Ph2 Sports Dev	739	0	739	0	0	4,000	523	0	0	2,600	0	2,662	5,262
CS0245	Doe Park	37	0	37	0	0	0	0	0	0	37	0	0	37
CS0459	Ilkley Lido Tank	460	0	460	460	0	0	0	0	0	0	115	345	460
CS0461	ShIPLEY Gym extension & equipment	300	0	305	305	0	0	0	0	0	0	0	305	305
CS0458	Doe Park Drainage	40	0	40	40	0	0	0	0	0	0	0	40	40
CS0356	Sedbergh SFIP	7,479	0	7,479	6,049	5,717	408	0	0	0	0	0	7,887	7,887
CS0354	Squire Lane Sports Facility	0	0	0	0	0	0	0	2,300	7,100	0	0	9,400	9,400
Total - Dept of Place - Sports & Culture		10,347	0	10,347	9,064	7,120	7,899	1,686	2,300	7,100	4,929	220	24,183	29,332

Corp Resources - Estates & Property Services

CS0094	Property Programme (bworks)	200	0	200	0	0	300	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	218	0	218	120	29	500	0	0	0	0	0	718	718
CS0366	Property Programme 17-18	0	0	0	0	-19	0	0	0	0	0	0	0	0
CS0391	Property Programme 18-19	1,022	0	1,022	1,022	889	0	0	0	0	0	0	1,022	1,022
CS0443	Property Programme 19-20	630	0	630	1,530	543	424	0	0	0	0	0	1,054	1,054
CS0230	Beechgrove Allotments	148	0	148	0	0	0	0	0	0	148	0	0	148
CS0050	Carbon Management	900	0	900	900	119	261	0	0	0	0	0	1,161	1,161
CS0305	Healthy Heating Scheme	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	200	0	200	200	136	0	0	0	0	200	0	0	200
CS0385	ULEV Taxi scheme LTP3	50	0	50	50	0	0	0	0	0	50	0	0	50
CS2000	DDA	50	0	50	30	0	50	62	59	0	0	0	221	221
CS0361	Strategic Acquisitions	6,540	0	6,540	6,540	6,541	0	0	0	0	0	6,540	0	6,540
CS0381	Godwin St	1,964	0	1,964	1,700	1,363	1,000	0	0	0	2,964	0	0	2,964
CS0409	Coroner's Court and Accommodation	650	0	650	550	432	1,700	0	0	0	0	0	2,350	2,350
CS0383	Jacobs Well demolition	255	0	255	200	168	0	0	0	0	0	0	255	255
CS0427	Coroner's Equipment	600	0	600	288	288	0	0	0	0	0	0	600	600
CS0460	Mitre Court CPU Property & Equip	1,400	0	1,400	200	0	0	0	0	0	450	0	950	1,400
CS0457	Simpson Green - roof	25	0	25	25	0	30	0	0	0	0	0	55	55
CS0445	Core IT Infrastructure 1920	2,100	0	2,100	1,850	1,452	0	0	0	0	2,100	0	0	2,100

Capital Executive Report

Funding

Scheme No	Scheme Description	Q3 2019-20	Q4 New projects	Revised at Q4	Forecast	Spend 27 Feb 2020	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24 & onwards	Specific Grants, cap receipts, reserves	Funding		Budget Total
		Exec Feb 20		2019-20 Budget								Invest to Save Funding	Corporate Borrowing	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Corp Resources – Estates & Property Services		16,952	0	16,952	15,205	11,940	4,265	62	59	0	5,912	6,540	8,886	21,338
Reserve Schemes & Contingencies														
CS0395	General Contingency	387	0	387	387	0	1,000	1,000	1,000	0	0	0	3,387	3,387
CS0397	Essential Maintenance Prov	0	0	0	0	0	2,000	2,000	2,000	0	0	0	6,000	6,000
CS0399	Strategic Acquisition	3,460	0	3,460	0	0	10,000	10,000	10,000	0	0	33,460	0	33,460
CS0403	Bereavement Strategy	0	0	0	0	0	1,755	10,845	0	0	0	0	12,600	12,600
CS0403b	Muslim Burial Ground	0	0	0	0	0	500	500	0	0	0	0	1,000	1,000
CS0403d	Heaton Crematorium	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0403e	Brierley Crematorium	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0400	Keighley One Public Sector Est	500	0	500	0	0	4,000	4,000	9,500	0	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	450	0	450	0	0	0	0	0	0	0	0	450	450
CS0401	Depots	0	0	0	0	0	0	3,000	0	0	0	0	3,000	3,000
CS0404	Sports Pitches	0	0	0	0	0	0	1,733	4,248	4,250	2,400	0	7,831	10,231
CS0404b	Playgrounds	0	0	0	0	0	750	1,500	2,750	0	0	0	5,000	5,000
CS0405	City Hall / RFL	0	0	0	0	0	3,000	3,000	4,000	0	2,000	5,000	3,000	10,000
CS0407	Affordable Housing	3,845	0	3,845	0	0	3,803	5,500	16,076	0	14,430	14,794	0	29,224
CS0408	Top of town	0	0	0	0	0	0	0	3,000	0	0	0	3,000	3,000
CS0410	Godwin St (fmr Odeon)	2,000	0	2,000	0	0	7,500	2,000	0	0	0	11,500	0	11,500
CS0413	LD Home - Branshaw	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0436	Childrens Home (A)	200	0	200	0	0	300	0	0	0	0	500	0	500
CS0437	Childrens Home (B)	100	0	100	0	0	400	0	0	0	0	250	250	500
	Bowling Gym extension & equipment	0	50	50	0	0	383	0	0	0	0	433	0	433
Total - Reserve Schemes & Contingencies		10,942	50	10,992	387	0	35,391	45,078	52,574	4,250	18,830	83,937	45,518	148,285
TOTAL - All Services		120,733	259	120,992	89,577	67,599	134,524	115,109	169,744	22,430	279,116	156,685	126,998	562,799

Corporate Risk Register January 2020

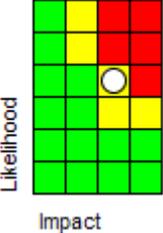


Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Code & Title	CRR_New_BCM Critical facilities	Current Risk Matrix
Description	<p>Critical facilities - premises, IT & communication systems, key staff resource - become unavailable Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Loss of IT infrastructure following CyberAttack The likelihood of this risk was increased in Feb 2020 as a direct consequence of the potential implications and impacts of Coronovirus upon Council services and employees. All BCM plans are specifically being reviewed against this potential risk</p>	
Potential Effect of risk	<p>The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council's citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems Climate incident - extreme weather, flooding Civil unrest. Hostile act Work streams are dictated by the Community Risk Register Severe business disruption following loos of IT systems including public facing websites following Cyber Attack</p>	

	The Risk score has increased from C iii to B ii specifically following the last CyberAttack (January 2020)
Internal Controls	<p>All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director</p> <p>Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C).</p> <p>Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner.</p> <p>These plans will be reviewed by the Emergency Management Team</p> <p>The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. The act lists 7 areas of responsibility which are to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses.</p> <p>7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified</p> <p>Service on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's approach in an incident or emergency situation.</p> <p>In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews.</p> <p>Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p> <p>IT Services have a recovery plan for re-instating IT infrastructure following CyberAttack</p>
Actions/controls under development	<p>Following staff changes within the Emergency Planning Service, a revised plan format has been developed to make them simpler and more useable. Emergency Planning are working with identified service leads to review/reformat plans into the new style. Draft plans were requested by 17th January 2019 and final plans in place and signed off by AD's by 31 March 2019. Annual reviews will commence March 2020. A training and exercise programme will be developed to support the annual review process</p> <p>IT Services corporate IT recovery plan in event of CyberAttack or similar needs further development</p>
Ownership Managed By	Susan Spink / Chris Chapman (IT infrastructure)

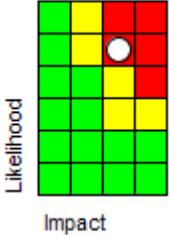
Risk Code & Title	CRR_New_Hsg 2 Inadequate housing supply in terms of quality, accessibility and affordability.	Current Risk Matrix
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<p>Description</p>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Finance is considering the options and next steps. This could affect the council's direct delivery programme. The HRA is due to be in place by 1.4.2020</p>	
<p>Potential Effect of risk</p>	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155) Negative impact on homelessness and greater use of temporary accommodation</p>	
<p>Internal Controls</p>	<p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions. Strategic direction for District set out in Housing and Homelessness Strategy 2014-19 which was approved by the Council's Executive and Bradford Housing Partnership in 2014. Progress on the strategy is reported annually to Regeneration and Environment Overview and Scrutiny Committee. The Strategy is currently under review as it expires in 2019: this will result in two separate strategies, a Homelessness Strategy and a Housing Strategy Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans. The two strategies are now published online for consultation and were considered by Executive in January 2020. Arc4 have recently been commissioned by Planning to undertake a Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study. These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs. Analysis of the Council's land bank / land holdings is underway with a view to identifying a pipeline of sites suitable for housing / disposal. Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies. Key indicators relating to housing functions reported in the Council Plan Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. By the summer of 2019, the Council will have delivered over 400 affordable homes for rent.</p>	

	<p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2103 requests for assistance during 2018/19. The SHMAA is complete and published. Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p>
Actions/controls under development	<p>Development of new housing and Homelessness Strategies underway to replace current strategy ‘A Place to Call Home’, the online consultation is complete and the strategies went to Executive on 2.1.2020. Development of a Housing Design guide to improve the quality of new build housing developments and through delivery of exemplar projects by the Council, is published for consultation. The Core Strategy is published for consultation</p> <p>Local Plan development.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units, this is awaiting the outcome of financial services analysis. The HRA is due to be in place by 1.4.2020</p>
Ownership Managed By	Shelagh O’Neill

Risk Code & Title	CRR_New_R&I Delivering Economic Growth	Current Risk Matrix
Description	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p>	
Potential Effect of risk	<p>~ Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>~ Inability to raise funds for projects and regeneration projects not completed</p>	

	<p>~ Potential damage to the Council's reputation and the Economic Partnership</p> <p>~ Not able to meet member, government and the public's expectations</p> <p>~ Deteriorating physical and infrastructure assets</p> <p>~ Young people are not equipped to achieve their potential within the district</p>
Internal Controls	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website www.investinbradford.com</p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity.</p> <p>Growth Deal project development and Economic Strategy in place and progress monitored.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com</p> <p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p> <p>Economic Strategy +365 Event 6th March 19 and Annual Report shared with partners.</p> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p>
Actions/controls under development	<p>Implementation of Economic Strategy – Delivery Plan</p> <p>Development of the Bradford District Workforce Plan</p> <p>Economic Development - service reshaping and restructure</p> <p>ESIF Programme engagement</p> <p>Maximising opportunities to attract Government funding to support for urban centre regeneration</p> <p>Development of Leeds City Region (LCR) pipeline projects</p> <p>Development of Local Plan</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p> <p>Support for business post Brexit with the LEP</p> <p>Engagement in plans for Shared Prosperity funding in order to maximise future resources</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners.</p> <p>. Review of WY Combined Authority SPA's (spatial priority areas) is underway.</p>
Ownership Managed By	Shelagh O'Neill

Risk Code & Title	CRR_New_SSC Cohesive Community	Current Risk Matrix
<p>Description</p>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.</p>	
<p>Potential Effect of risk</p>	<p>Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Impact of welfare reform on the district's most vulnerable communities</p>	
<p>Internal Controls</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. Neighbourhood Service supported multi agency Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners. Hate Crime reports are being monitored on a weekly basis in the lead up to EU exit. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.</p>	
<p>Actions/controls under development</p>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. Neighbourhood Service supported Ward Officer Teams - reporting community tensions as part of standard agenda - including police. Council Wardens record issues that may lead to increased community tensions. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners.</p>	

	<p>The Counter Extremism and the Prevent Strategy work reduces risk of extremist influences creating divisions between communities.</p> <p>A stronger communities strategy has been developed which includes a programme of work to respond to the government's Integrated Communities Strategy. £2.6 million has been allocated to support a two year programme of work. A new 'Stronger communities Partnership' is in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities.</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response.</p> <p>Work is ongoing to understand and respond to the concerns that are being expressed by some residents associated with Britain's exit of the European Union. Hate crime monitoring is taking place on a weekly basis and an engagement plan has been developed and is being implemented to respond to concerns.</p> <p>Support is being provided through voluntary sector groups with residents seeking to apply to the EU Settlement Scheme.</p> <p>A Brexit Preparedness Steering Group meets and considers emerging impacts that includes those with a possibility of community tensions.</p>
Ownership Managed By	Ian Day

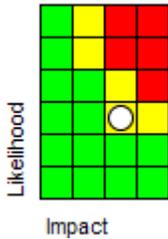
Risk Code & Title	CBMDC Corp – Brexit Resilience & Opportunities	Current Risk Matrix
Description	<p>Following the election, the UK will be leaving the EU with the withdrawal agreement. The new relationship with Europe on immigration and trade will be agreed during 2020 with a deadline of 31 December 2020.</p> <p>We are working across the council to prepare for the implications and opportunities presented by Brexit on our residents and businesses.</p>	
Potential Effect of risk	<p>There are a number of potential issues that may arise, including:</p> <ul style="list-style-type: none"> - Filling skills gaps in social care which have, in the recent past, relied in part on a European Union workforce. - Impact on the UK Economy and local economy. - Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights. 	
Internal Controls	<p>CMT has conducted a Brexit Preparedness risk assessment and developed a corporate strategy for mitigating the risks should there be a no deal Brexit. This was discussed weekly with relevant internal colleagues and at the Council Management Team meetings. We will continue to monitor this in light of the 2020 trade negotiations.</p>	

	<p>The focus is on two areas of implications:</p> <ul style="list-style-type: none"> - Ensuring EU residents are aware of how to achieve settled status by the deadline of December 2020 (and that vulnerable citizens including Looked After Children are supported). - Ensuring businesses are aware of the impact of changes and are directed to support (and to continue to monitor the impact on businesses until the trade negotiations with the EU are completed) <p>We are also regularly meeting senior representatives of partner organisations including the NHS, Police and CVS sector.</p>
Actions/controls under development	CMT has have developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with Brexit. This approach is subject to on-going review and updating.
Ownership Managed By	Joanne Hyde

Risk Code & Title	CRR_New_Env Environment and sustainability	Current Risk Matrix
Description	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.	
Potential Effect of risk	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place</p> <p>Damage to Council's credibility as leader if district-wide targets not met.</p> <p>Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability</p> <p>Need to re-prioritise and reallocate resources.</p> <p>Reduced ability to promote external investment.</p> <p>Amount of energy costs as gross figure and relative to the size of Council's estate/ activities</p> <p>Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)</p> <p>Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area.</p> <p>Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.</p> <p>Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought</p> <p>Actions identified in corporate energy cost reduction plan not delivered</p>	

	<p>Funding for renewable energy and energy efficiency projects not available</p> <p>Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</p> <p>Wider stakeholder community under resourced to deliver on action commitments</p> <p>Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction</p> <p>Changing legislation, political priorities, targets</p> <p>Global insecurity causing major fluctuations in energy costs</p>
Internal Controls	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment.</p> <p>Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year.</p> <p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</p> <p>Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</p> <p>Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</p> <p>Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.</p>
Actions/controls under development	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions.</p> <p>Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans.</p> <p>Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets.</p> <p>Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction.</p> <p>Development of logic model to prioritise interventions and investments.</p> <p>Internal Audit Review being completed.</p> <p>Refocus on the 2038 Carbon Target to be undertaken.</p>
Ownership Managed By	Ben Middleton

Risk Code & Title	CRR_New_FSE 1 Financial resilience and sustainability	Current Risk Matrix
Description	Central Government funding is likely to continue to reduce in the Medium Term.	

	<p>The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p> <p>The SR2019 announcements have alleviated this problem slightly for 2020/21 to enable time to develop longer term sustainable actions and associated budget plans</p>	
<p>Potential Effect of risk</p>	<p>Services run the risk of failing to deliver statutory minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer if underlying budget issues not addressed.</p>	
<p>Internal Controls</p>	<p>Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy as regularly updated. Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20 Rigorous Change Board challenge sessions introduced for all budget saving proposals to effectively track through into delivery and provide early visibility of risks to delivery. Medium term planning extended over a six year time line. Controls on procurement and workforce changes in place Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases</p>	
<p>Actions/controls under development</p>	<p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making Implement Finance for Non-Finance Managers training</p>	

	Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2019 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience
Ownership Managed By	Chris Chapman

Risk Code & Title	CRR_New_FSE 2 Information Security	Current Risk Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols	
Potential Effect of risk	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p> <p>Penalty arising from reference of data security breach to Information Commissioner.</p> <p>Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>	
Internal Controls	<p>Designated SIRO (senior information risk owner) – Strategic Director Corporate Resources, with operational support from Director of Finance</p> <p>Assistant Directors Assigned Information Asset Owners.</p> <p>Cross departmental Information Assurance Group established and regular meetings scheduled</p> <p>Regular DPO / SIRO meetings scheduled to focus priorities</p> <p>Regular Information Governance reporting to CMT and Governance & Audit Cttee</p> <p>Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors in meeting their IAO responsibilities.</p> <p>Security breach notice and protocol is well established.</p> <p>IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p> <p>GDPR Implementation Plan in place</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain.</p> <p>Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p>	

	Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place. Online Training distributed incorporating new requirements of the Data Protection Act 2018. Monitoring of participation taking place. The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
Actions/controls under development	Revised Management Report being prepared breaking down performance on information governance at departmental level for FOIs, Subject Access Requests and data breaches. Report to be reviewed at CMT. GDPR and Information Assurance Improvement Plan identified and being implemented during 2019/20
Ownership Managed By	Chris Chapman

Risk Code & Title	CRR_New_FSE 3 Governance breakdown	Current Risk Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.	
Potential Effect of risk	<p>Increase in fraud.</p> <p>Declining performance.</p> <p>Critical inspection/ external/ scrutiny report.</p> <p>Non-compliance with statute or regulations.</p> <p>Prosecution / financial penalty.</p> <p>Outcomes not delivered</p> <p>Resources not effectively or efficiently allocated and utilised</p> <p>Financial loss.</p> <p>Reputational damage</p> <p>Failure to deliver value for money.</p> <p>Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>	
Internal Controls	<p>Strong Governance & Audit Committee (GAC) and scrutiny arrangements.</p> <p>Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor.</p> <p>New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government"</p> <p>Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan.</p> <p>Established whistle blowing policy and procedure available to all staff.</p> <p>Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 31.7.19</p>	

	<p>Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 19.9.19</p> <p>External Audit independent overview.</p> <p>Annual review of governance framework including Strategic Directors' compliance statements.</p> <p>Established insurance principles & processes</p> <p>New Corporate indicator set established</p> <p>Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes</p> <p>Increased demand on services/requests for assistance</p> <p>Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report</p> <p>A recent improvement is a quicker follow up on Audit recommendations to ensure they have been implemented</p> <p>Revised Risk Strategy approved by Executive</p>
Actions/controls under development	<p>Review of Transition Arrangements currently being undertaken.</p> <p>Back to Basics Approach</p>
Ownership Managed By	Joanne Hyde

Risk Code & Title	Adults Corp - 1 ADULTS - MCA DoLS	Current Risk Matrix
Description	The Department has a backlog of requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation	
Potential Effect of risk	<p>Harm to an individual.</p> <p>Damage to the Council's reputation.</p> <p>Financial consequences.</p> <p>Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007.</p> <p>Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.</p>	
Internal Controls	<p>The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes:</p> <ul style="list-style-type: none"> - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to significant reductions in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCOs - Improving data quality and reporting through prioritising and implementation of the SystemOne DoLS module .Amendments to the DOLS workspace went live in early 2019. 	

	<p>In Feb 2019, CMT approved business case for additional resources to support the DoLS, MCA and Safeguarding Service.</p> <p>Review of processes complete. Workloads more manageable levels. Backlog addressed through the implementation of the MCA/DOLSS business case and has reduced from 2,000 to 50.</p> <p>New safeguarding procedures have been implemented which have resulted in screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires.</p>
Actions/controls under development	<p>SystemOne is being developed and a new workspace for Safeguarding is expected to be completed by Jan 20. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services.</p> <p>DOLS to be transferred to the LPS scheme in October 2020. Workstream under way with MCA service. External partnership workstream with CCG, Care Trust, Teaching Trust and Airedale. Awaiting departmental health and social care the LPS code of practice due March 2020</p> <p>Following the investment in DoLS and MCA Service and confirmation of adequate internal and external controls via Internal Audit, this risk can be de-escalated and held on Departmental Risk Register who will manage the performance of MCA DoLS. However following a change a legislation in later 2019 the DoLS Scheme will be replaced with the Liberty Protection Scheme (LPS) with a scheduled but unconfirmed implementation date of October 2020. The Department is well cited on the changes and has worked with DHSC on the impact of the changes across the system and have a multi-agency steering group in place now together with CCG, BCDCT, BTHCT, AWC and the statutory advocacy provider to ensure a smooth transition between the schemes and to ensure the Council and partners are legally compliant following the change of legislation.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	Adults Corp - 2 ADULTS - Safeguarding incident	Current Risk Matrix
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.	
Potential Effect of risk	Harm to an individual. Damage to the Council's reputation.	

	<p>Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that</p> <ol style="list-style-type: none"> 1. The incorrect data collected will not allow for appropriate analyses to be made. 2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users.
<p>Internal Controls</p>	<p>Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP). Senior management representation on Safeguarding Adults Board. Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so. Safeguarding Adults Board now managed by CXO – as part of joint support for Childrens and Adults Safeguarding Boards Work underway on delivering the training plan for 2019/20.</p>
<p>Actions/controls under development</p>	<p>On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put in place. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised.</p> <p>Implementation of Multi Agency Safeguarding Hub Independent review of historic cases working alongside legal to identify priority cases which need further consideration Development of Systmone safeguarding module to enable capture and sharing of information, work in progress to develop a safeguarding module, aim to complete by Jan 20</p> <p>Safeguarding service now fully staffed</p>

	<p>1 x Service manager 2x Team managers 9 x Social workers</p> <p>As part of the new West Yorkshire Safeguarding Policy and Procedures implementation, which went fully operational across Bradford and District in January 2020, the Department is continuing to produce a protocol to formalise roles and responsibilities in relation to Whole Service Safeguarding.</p>
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_Care 2 ADULTS - Demographic change / migration / legislation	Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.	
Potential Effect of risk	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</p> <p>Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources</p> <p>Lengthening waiting lists for assessments and provision of care</p> <p>Increases in numbers requiring care</p> <p>Increasing overspends</p>	
Internal Controls	Department has worked with IMPOWER to review demand management - saving and transformation plans.	

	<p>New savings plans based on a demand management modelling have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams, progress to date has shown that at quarter 2 we are ahead of the activity targets set at the start of the year – this is translating in an underspend in the department.</p> <p>Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</p> <p>H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity.</p> <p>As part of the implementation of our revised Performance Framework, the approach taken at the FQP meeting has been implemented within the AD SMT meetings and within the Service Manager Team Meetings.</p> <p>At FQP meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</p> <p>Further work is being done with Team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department. Bespoke training on the Performance Management Framework has been rolled out to all team Managers, similarly the Team Managers are also going through training on financial management.</p> <p>Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure.</p>
Actions/ controls under development	Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.
Ownership Managed By	Bev Maybury

Risk Code & Title	CRR_New_E&S 1 Delivery of skills and training priority	Current Risk Matrix
Description	<p>Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.</p>	

<p>Potential Effect of risk</p>	<p>Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Employment and Skills Strategy are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation. Underspend of current funding</p>
<p>Internal Controls</p>	<p>Delivery of the ESIF STEP programme continues in Bradford and Leeds. ESIF STEP contract runs until March 2020. ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019. Additionally further funding has been secured for unemployed adults in partnership with Leeds Council to run until September 2022.</p> <p>Skills for Work (SfW) Choice and Work Programme contracts continue to run down until final customers leave programme.</p> <p>Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</p> <p>SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>Performance monitoring of post-16 provision and sharing of best practice through heads of post-16.</p>
<p>Actions/controls under development</p>	<p>Senior management remains engaged with the Government’s devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA’s ESIF commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio.</p> <p>LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 supporting the opening of two new post-16 free schools in September and exploiting options for A Level provision in the North of the District, increasing the number of young people having a level 3 upon reaching working age.</p> <p>The LA is working through differing post-16 partnerships in the development and implementation of Workforce Development Plan collaboratively developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p> <p>The Council, and encourage other anchor institutions to work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3.</p>

	<p>Seek an improved public funding settlement, potentially as part of a skills devolution deal, to facilitate the up-skilling of people of working age.</p> <p>Build a career and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</p> <p>The District Workforce Development plan has been approved by executive and will launch October 29th. Progress is being made with key actions and workstreams and a Bradford Skills Board is to be set up, chaired by the Portfolio Holder to oversee progress against our targets.</p>
Ownership Managed By	Jenny Cryer;

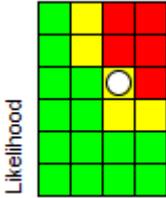
Risk Code & Title	CS - Children & Young People – SEND Services	Current Risk Matrix
Description	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	
Potential Effect of risk	<p>Services are not compliant with legislative requirements leading to a risk of Judicial Reviews</p> <p>Education, Health and Care Assessments are not undertaken within statutory timeframes</p> <p>SEND Inspection outcome is unfavourable resulting in external intervention</p>	
Internal Controls	<p>SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams.</p> <p>Workstreams in place to focus on priority areas with action plans that are based on the objectives from the SEND Strategy to ensure implementation. Workstream membership consists of services and partners across the whole Local Area.</p> <p>Creation of the SEND Transformation and Compliance Team to lead on ensuring compliance with the SEND reform agenda.</p> <p>Creation of a 0-25 Integrated Assessment Team – increasing staffing levels for Casework Officers to enable EHC compliance measures to be met. This full restructure was implemented in September 2019.</p> <p>Additional Management capacity in place to support the creation of efficient and effective SEN Assessment teams.</p> <p>Caseload allocation system introduced with clear monitoring and accountability procedures with casework supervision happening on a regular basis.</p> <p>Targeted Assessment Team in place to deal with backlog of EHC assessments, provide additional capacity for quality assuring EHCPs, support and modelling EHCP writing and deal with parental enquiries/complaints. Additional EHCP writers have also been recruited to support in working through the backlog of EHC assessments.</p> <p>Ensuring accuracy of data and effective use of Capita data base.</p> <p>Monthly SEND Inspection preparation meetings with Health colleagues.</p>	
Actions/controls under		

development	<p>Development of an accurate SEF with supporting data and evidence across the Local Area.</p> <p>Development of SEND Data Dashboard which collates SEND data from all services into a central programme. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis.</p> <p>Regular feedback mechanisms being established with Parents/Carers and children and young people through SEND Ambassadors and monthly Parental listening events.</p>
Ownership Managed By	Marium Haque

Risk Code & Title	CS - Children & Young People – Inspection Outcome (Ofsted monitoring visit Oct 2019)	Current Risk Matrix
Description	<p>The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk</p>	
Potential Effect of risk	<ul style="list-style-type: none"> • Poor reputation • Intervention by DfE of local authority services • Financial 	
Internal Controls	<ul style="list-style-type: none"> • Children’s Services Improvement Board in place Chair Kersten England/Joanne Hyde • New DCS established a new CSC structure and recruitment to support and sustain improvement will be in place by Feb 2020 • New permanent Deputy Director for Social Care is now in post (Nov 2019) with a focus on improvement • Innovation and Improvement Project Team now in post with key projects underway for innovation and improvement in critical areas of practice • Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted report ‘Senior managers have recently implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators’ • Self-evaluation tools are in place which reflect current status of practice which are driving improvement. Ofsted recognise this work and reflect this in their focused visit report ... the local authority (recognise it areas for improvement) in its self-evaluation, which provides an accurate understanding of its areas for improvement. • Increased investment has been secured for improvement through LA finances 	
Actions/controls under	Plan Inspection Timetable	

development	
Ownership Managed By	Mark Douglas

Risk Code & Title	CRR_New_E&CS1 Educational attainment	Current Risk Matrix
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.	
Potential Effect of risk	Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people.	
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.	
Actions/controls under development	Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools	
Ownership Managed By	Sue Lowndes	

Risk Code & Title	CRR_New_E&CS2 Potential Safeguarding incident	Current Risk Matrix
<p>Description</p>	<p>A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high.</p> <p>Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.</p>	
<p>Potential Effect of risk</p>	<p>Harm to an individual. Damage to the Council's reputation</p>	
<p>Internal Controls</p>	<p><u>Bradford Safeguarding Children Board (BSCB)</u> The BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p> <p><u>Children's Social Care</u> An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues. Social work pay has been uplifted and a recruitment programme put in place. Mandatory training is in place for all staff.</p> <p><u>MASH/Front Door</u> Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>	
<p>Actions/controls under development</p>	<p>A review of caseload allocation has been put in place to ensure resources are aligned to need. There remain high caseloads across the social work teams at this time.</p> <p>The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Children's Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels.</p> <p>A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat.</p> <p>A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This</p>	

	<p>will present an opportunity to reduce duplication of work around families with multiple vulnerabilities. The risk has been increased to recognise the recent increasing demands and resourcing challenges. The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review. Quality and performance dashboards are also in place to monitor the quality of social work practice.</p> <p>New safeguarding arrangements under Working Together 2018 have commenced since the 1/9/19 and the BSCB is now called the Bradford Partnership (TBP). Key work streams include the implementation of a Continuum of Need and the Front Door now deals with exploitation in a wider sense, with the launch of a multi-agency protocol. TBP continues to work closely with the Children Services Improvement Board to provide scrutiny and oversight and facilitate multi-agency working activity. Collaborative work continues with the BSAB and CSP around wider complex safeguarding themes, shared learning from serious case reviews and communication and engagement work.</p>
Ownership Managed By	Jenny Cryer



Report of Finance to the meeting of Executive to be held on 24 March 2020

BI

Subject:

The Council's Capital & Investment Strategy 2020-21

Summary statement:

This report proposes the Council's revised Capital & Investment Strategy 2020-21 for approval by the Executive.

Chris Chapman
Director of Finance

Portfolio:

Leader of the Council

Phone: (01274) 43 3656

Overview & Scrutiny Area:

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Corporate

1. SUMMARY

This report proposes the Council's revised Capital and Investment Strategy 2020-21 for approval by the Executive.

2. BACKGROUND

The Council's revised Capital Strategy 2020-21 is presented in Appendix 1 of this report.

The Council's Investment Strategy 2020-21 is presented as Appendix 2 of this report.

3. OTHER CONSIDERATIONS

None.

4. FINANCIAL & RESOURCE APPRAISAL

The financial implications are set out in Sections 4, 5 and 7 of Appendix 1.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risk Management and Governance issues are set out in Sections 3 and 7

6. LEGAL APPRAISAL

A legal appraisal of the issues raised by the proposed amendment to the current Capital Strategy is set out in the body of the report. Legal Services will provide further advice on the implementation of the Capital Programme as required.

7. OTHER IMPLICATIONS

The implications of the strategy on considerations relating to equality and diversity, sustainability, greenhouse gas emissions impacts, community safety, the Human Rights Act, Trade Union and Council Wards can only be assessed on an individual project basis.

7.1 IMPLICATIONS FOR CORPORATE PARENTING

None

7.2 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

The Executive requests Council to approve the revised Capital and Investment Strategy 2020-21 with the attached Appendices and Tables.

11. APPENDICES

Appendix 1: the Council's revised Capital Strategy 2020-21.

Appendix 2: the Council's Capital Investment Strategy

12. BACKGROUND DOCUMENTS

Statutory Guidance on Local Government Investments

MHCLG Guidance on Commercial Property Investments



Capital Strategy 2020/21

Updated February 2020.

(Revised) CAPITAL STRATEGY 2020/21

1 INTRODUCTION

The Council's Capital Strategy is a policy framework for the development; management and monitoring of its capital investment programme over the next financial year. It describes how planned capital expenditure, capital financing and treasury management activity will contribute to the provision of Council services during this period.

Importantly, the Capital Strategy also provides guidance on the management of any financial risk that may arise in the course of these activities and a framework for investment and capital decisions that may be taken over the next ten financial years.

The Council is required to use the Capital Strategy as the means by which it ensures compliance with mandatory statutory guidance contained in the Prudential Code for Capital Finance in Local Authorities issued in December 2017. The headline message delivered by the Code is the requirement for the Council to consider key judgement criteria of Prudence, Affordability and Sustainability when making and reviewing decisions about the use of its capital resources.

Tables supporting the Capital Strategy are set out at the end of this document.

1.1. CAPITAL EXPENDITURE

Capital expenditure is expenditure on the acquisition, creation or enhancement of assets that have a useful life of more than one year.

Table 1 provides details of the Council's assets.

1.2. GUIDING PRINCIPLES

To ensure the efficient use of all of its assets the Council will not permit any project to be included in its Capital Investment Plan (CIP) unless it furthers its strategic priorities and objectives.

Overall the following principles will apply to all capital investment decisions:

- i. They should reflect the priorities identified in the Council Plan and its supporting strategies.
- ii. They will be prioritised by availability of resources and allocated funding, and supported by a business case review.
- iii. Priority will be given to schemes financed from capital grants or Invest to Save income streams.
- iv. The cost of financing each capital scheme will be incorporated into the relevant annual policy, resources strategy and budget.
- v. Commissioning and procuring for capital schemes will be legally compliant, which will be established by early and appropriate due diligence.

2 LINKS TO COUNCIL POLICIES, STRATEGIES AND OBJECTIVES

The Council's Capital Programme covers a four year period, and its existing key commitments reflect the Council Plan:

- i. A Great Start and Good Schools for All Our Children
- ii. Better Health, Better Lives
- iii. Better Skills, More Good Jobs and a Growing Economy
- iv. Decent Homes That People Can Afford To Live in
- v. Safe, Clean and Active Communities
- vi. A Well Run Council
- vii. Leeds City Region Revolving Investment Fund

3 GOVERNANCE FRAMEWORK FOR CAPITAL DECISIONS

The Council's relevant democratic decision-making and scrutiny processes are set out in its Constitution and include:

- i. A **Council Plan** which sets out strategic priorities.
- ii. Approval of the **Capital Strategy, Treasury Management Strategy and Capital Programme**, including the prudential indicators referred to within them.
- iii. The current **Capital Investment Plan (CIP)**. Each scheme in the CIP is approved by both the Executive and Full Council. The CIP is monitored by the appropriate responsible officer, finance and the Project Appraisal Group (PAG) in order to detect and deal with any variances to the plan. Updates are reported to the Executive on a regular basis.
- iv. The **Project Appraisal Group (PAG)**. Currently its membership comprises finance, legal, procurement, project management and property expertise and it is chaired by the Director of Finance.
- v. A mandatory **Capital Business Case** to identify the projected running costs and financing costs of the relevant asset and assess its affordability.
- vi. The Council's **Financial Regulations**. Under these regulations the PAG will assess unfunded capital expenditure proposals. Schemes funded from capital grants or Direct Revenue Financing can be progressed and approved directly. Any new capital expenditure proposals that are not wholly funded from capital grants or by the proceeds of sale of land must be either financed directly from the Revenue Estimates or be formally authorised from an identified capital scheme or approved additional borrowing.
- vii. Investment assets are subject to specific approval processes, involving the Investment Advisory Group, discussed below.

4 CAPITAL RESOURCES TO SUPPORT CAPITAL EXPENDITURE

Current projects are set out in the **Capital Investment Plan 2020-21**, approved by

Council on 18th February 2020.

Invest to Save: capital financing costs are mitigated by equivalent savings or additional income in the approved revenue estimates.

Capital financing costs include the effect of previous years' capital investment, as it comes into use and provides service benefit.

5 COMMERCIAL PROPERTY INVESTMENTS

A commercial property investment strategy was approved by Executive on 4 April 2017, and permits Investments in commercial property linked to economic development and regeneration within the District, or to create long term income generation to support service delivery or a mixture of both. The Strategic Director of Corporate Services in consultation with the Portfolio Holder and Leader may make investments under the strategy.

Investments will consider factors including:-

- i. Risks associated with the investment
- ii. The likelihood of being able to sell the investment in extremis
- iii. The location of the investment, with preference being firstly within the District and secondly within the Leeds City Region
- iv. The security of direct rental payments, with consideration given to the reliability of tenants
- v. The income stream from the investment, current and potential
- vi. The potential increase to the capital value of the investment
- vii. The sector in which the investment is made, eg retail or warehouses
- viii. The detailed business case for investment

The Ministry of Housing, Communities and Local Government (MHCLG) has issued guidance on commercial property investments, and this will be considered within the Council's Investment Strategy.

6. LOANS TO EXTERNAL ORGANISATIONS

The Council may make loans to local enterprises, local charities, wholly owned companies and joint ventures as part of strategy for local regeneration and economic growth. In such cases, a realistic assessment of potential policy gains could justify the loan even when liquidity and security considerations might indicate that it is not prudent. In such cases an expected credit loss model in line with IFRS 9 (financial instruments) would be required.

7. ASSET MANAGEMENT PLANNING

The Council Estate Management Service manages its existing assets to reduce costs

and maximise service benefit according to objectives listed in the Estates Strategy, which is due to be reviewed and updated to link to this Capital Strategy and to quantify the cost of repair and maintenance costs against the savings from extending the lives of Council buildings from 2020/21 onwards. The review will also cover disposals of buildings, which has already realised considerable savings. Receipt from such disposals may be recycled as funding for the Capital Investment Plan, and may significantly reduce the repair and maintenance on the Council's estate. Table 4 summarises the Council's recent achievements in this area.

8. PRUDENCE, AFFORDABILITY, SUSTAINABILITY

As at 31 March 2019, the Council's Capital Financing Requirement (CFR), which represents its total borrowing for capital investment, was £700 million. The CFR figure will be paid off from the Council's Capital Financing Costs in its future revenue estimates. The majority of the CFR figure involves borrowing from the Council's Public Works Loan Board Prudential Lending facility, although £169 million relates to a private finance initiative with a private company and will be repaid from future contracted lease payments.

The relationship between the CFR and other assets and liabilities is summarised in Table 6. The CFR is due to increase because of the future borrowing required to finance the 2020-24 Capital Investment Plan. The projected increase is set out in Table 2. The Capital Strategy includes measures to test the affordability of the proposed borrowing in the Capital Investment Plan (CIP), and these are set out in Table 7.

9. SKILLS AND KNOWLEDGE

The Council has professionally qualified staff across a range of disciplines including finance, legal and property. A programme of continuous professional development (CPD) is undertaken and employees attend courses on an on going basis to keep abreast of new developments and skills. The Council establishes project teams from all the professional disciplines from across the Council as and when required.

The Council uses external advisors where necessary in order to complement the knowledge its own officers hold. Some of these advisors are contracted on long term contracts or are appointed on an ad-hoc basis when necessary. The Council currently employs Link Asset Services as treasury management advisors and PWC as VAT advisors. This approach ensures the Council has access to specialist expertise when needed to support its staff, commensurate with its risk appetite.

Internal and external training is offered to members to ensure they have up to date knowledge and expertise to understand and challenge capital and treasury decisions taken by the Director of Finance.

CAPITAL STRATEGY TABLES

Supporting information

Table 1

Asset Balance Sheet values as at 31 March 2019

Category	Value as at 31 March 2019
	£'000
Council Dwellings	24,620
Land & Buildings	588,574
Vehicles, Plant, Furniture & Equipment	19,448
Infrastructure	222,673
Community Assets	54,211
Surplus Assets	16,996
Assets Under Construction	32,203
Heritage Assets	37,058
Investment Property	53,592
Intangible Assets	430
Total	1,049,805

Source: Statement of Accounts 2018-19

Table 2

Capital Investment Plan 2020-21

	31/03/19	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24
	<i>Actual</i>	<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>
	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>
Total Capital Spend	84	121	209	205	190	42
Capital Spend not funded from borrowing	53	70	113	112	112	6
Capital spend funded from borrowing	31	51	96	93	78	36

Table 3
Split of Invest to Save Borrowing

	31/03/19	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24
	<i>Actual</i>	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m
Invest to Save	19	31	58	56	47	22
Corporate Borrowing	12	20	38	37	31	14
Total borrowing	31	51	96	93	78	36

Table 4
Backlog maintenance

Backlog maintenance	2009-10	2018-19
Operational Estate £ms	83	50
Non-Operational £ms	13	8
Total Backlog maintenance £ms	96	58
Operational Estate size GIAm2 000s	319	238
Non-Operational Estate size GIAm2 000s	27	33
Total	346	271

Table 5:
Capital Financing Requirement 31 March 2019

Balance Sheet	31/03/2019
	£m
Capital financing Requirement	700
Private finance Initiative	-169
Underlying Borrowing Requirement	531
Investments Held	52
Cash Reserves	-256
Less School Balances	27
Provisions/Collection Fund	-36
Borrowing from Public Works Loan Board	318
Under-Borrowing	213

Table 6:
Projected increased in Capital Financing Requirement

	31/03/19	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24
	<i>Actual</i>	<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>
	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>
Opening Capital Financing Requirement	669	700	731	802	867	914
Increase in borrowing	32	51	96	93	78	36
Less MRP and other financing movements	-1	-20	-25	-28	-31	-34
Closing Capital Financing Requirement	700	731	802	867	914	916
<i>Source: The Council's Capital Investment Plan 2020-21 – Council, 20 February 2020</i>						

Table 7:
Affordability measures

Measure	Current Position	Potential Position
Total Borrowing related to long term assets	As at 31-03-2019 £312m total borrowing is 30% of long terms assets of £1,050m.	CIP2020-21 has £145m of Corporate Borrowing and £219m of Invest to Save. Less £10m of general capital receipts, this assumes an increase of £354m in borrowing to £666m. Assuming this increases long term assets also by £666m to £1,716m, this is 39% of long term assets.
Total Borrowing costs as a percentage of net budget	For 2019-20 borrowing costs of £46.3m plus Invest to Save borrowing costs of £5.7m, totalling £52m are 13.8% of net budget	At 2023-24 borrowing costs of £56.2m plus invest to save of £17.5m total £73.7m. This is 19.5% of the net revenue budget.

SCHEDULE 1

THE COUNCIL'S RESPONSE TO MHCLG GUIDANCE ON COMMERCIAL PROPERTY INVESTMENTS

1. MHCLG GUIDANCE IN CONTEXT:

The Local Government Act 2003 (the Act) and supporting regulations require the Council to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code, the Treasury Management Code of Practice (the Code) and MHCLG Investment Guidance (the Guidance) to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

In February 2018 the Secretary of State issued new guidance on Local Government Investments (the Guidance) which widened the definition of an investment to include all financial assets of a local authority, as well as other non-financial assets held primarily or partially to generate a profit. The wider definition includes investment property portfolios as well as loans made to wholly owned companies or associates, joint ventures or third parties. The Guidance applies to financial years commencing on or after 1 April 2018.

The Guidance requires an Investment Strategy to be approved by Full Council on an annual basis and sets out disclosure and reporting requirements. Any mid-year material changes to the strategy will also be subject to the approval of Full Council.

The Guidance sets out the government's position on borrowing in advance of need, which is that Authorities must not borrow more than, or in advance of their needs, purely in order to profit from the investment of the extra sums borrowed. The Council must have regard to the Guidance, but is able to depart from it where such a departure can be justified.

The Council has noted, and has had regard to the Guidance within both its Capital and Investment Strategies. The Council has set out within the Capital Strategy its high-level approach to risk and risk mitigation, including the requirement for fully tested and scrutinised business cases, due diligence indicators and regular and formal reporting and scrutiny on investment decisions and performance.

2. BACKGROUND

Historically, the Council holds investment properties which are rented commercially. The 2018-19 Statement of Accounts show that the Council received £2.2m net income from these investments.

Table 1: Investment Property Net Income

	2018-19 £m
Rental income	-2.43
Service charges	-0.15
Repairs and Maintenance	0.23
Capital Financing costs & other	0.14
Total return	-2.21

The value of the Council's investment property as at 31 March 2019 was £53.6m, making a return of 4.1%. The investment property is valued higher than its purchase cost, so taking this into account, the return would be higher. This means past spend on investment property is supporting the current revenue estimates.

The Council recently invested £4.4m in an NCP car park in the district, which in 2018-19 generated gross rental income of £0.33m; and a net rental income of £0.15m over the capital financing costs. The Council aims to develop a sustainable funding model for the revenue estimates as general government grants reduce. As part of this, a £40m budget over four years for property investment is included in the 2019-20 Capital Investment Plan.

Investment property is included in the Council's balance sheet on a fair value basis. It is the Council's view that in the medium term, investment assets will retain sufficient value to provide security of investment using the fair value model set out in *International Accounting Standard 40: Investment Property*. A fair value assessment has been made on Investment Properties for the 2018/19 audited accounts, and underlying assets provide security for capital investment.

The Ministry of Housing, Communities and Local Government Guidance on Local Government Investments states: "Where a local authority is or plans to become dependent on profit generating investment activity to achieve a balanced revenue budget, the Strategy should detail the extent to which funding expenditure to meet the service delivery objectives and place making role of that local authority is dependent on achieving the expected net profit".

Based on the indicators set out below, it is the Council's view that dependence on investment activity is currently low. Income from commercial property investment budgeted is estimated to potentially climb to £4m. This represents 1.7% of the Council's net service expenditure.

3. GOVERNANCE ARRANGEMENTS

The Council will continue to invest prudently on a commercial basis, supported by a robust governance process.

The 2018-19 Capital Strategy set out the assessment criteria, when considering a new purchase to ensure Prudence, Sustainability and Affordability. It is proposed to retain these criteria shown below, subject to minor adjustments (in italics):

Non Financial Investment Criteria:

- i. Risks associated with the investment
- ii. The likelihood of being able to sell the investment in extremis
- iii. Whether the location is attractive for selling or letting and whether the location is easy to travel to so that it can be inspected without specialist agents
- iv. The preference for the location of the investment to be firstly in the district and secondly in the Leeds City Region
- v. The security of rental payments, with consideration given to the reliability of tenants
- vi. The prospective length of any lease period for which rental payments are

received

- vii. The income stream from the investment, in proportion to its capital financing costs and budgeted rentals in the revenue estimates
- viii. The potential to increase both the income stream and the capital value of the investment
- ix. The likelihood of the capital value of the investment exceeding any outstanding debt
- x. The value of the investment
- xi. Management costs
- xii. The sector in which the investment is made, for example, retail or warehouses.
- xiii. Any prospective tenants or partners in the investment must not be involved in commercial activities that conflict with the Council's values.

The Council has set up a Project Appraisal Group to consider business cases in relation to Capital Investment Proposals.

The Investment Business Case will identify the projected yield, running costs and financing costs of the proposed investment. The proposed scheme will be scored against criteria based on the investment criteria outlined above, and the performance indicators set out later in this report.

Capacity, Skills and Use of External Advisors

The guidance requires that elected members and officers involved in the investment decision making process have appropriate capacity, skills and information to enable them to take informed decision as to whether or not to enter into a specific investment. The Council recognises that investing in land and properties to generate yield and capital returns is a specialist and potentially complex area. JLL have been appointed as the Council's advisors in relation to investment property, and will be assisting in the development and delivery of the investment strategy. In addition, the Council will procure specialist legal and financial advisors where necessary. This will ensure that the Council has access to requisite specialist skills and resources to inform the decision making process.

The Council requires advisors negotiating deals on behalf of the Council to be aware of the core principles of the prudential framework and the regulatory regime in which the Council operates.

4. Prudential indicators

MHCLG Guidance requires local authorities to develop quantitative indicators that allow Councillors and the public to assess a local authority's total risk exposure as a result of commercial property investment decisions.

The indicators associated with the Council's proposed commercial property investment strategy are detailed within the Annex to the Investment Strategy that is set out in Schedule 2 of the Capital Strategy. Further indicators may be developed by the Investment Advisory Group.

5. RISK MANAGEMENT

5.1 Financing and Liquidity Risk

As with all investments, there are risks that capital and rental values can fall and rise. To mitigate against future unfavourable market forces, commercial property investment acquisition's will be made on the basis that the Council will and is capable of holding property investments for the long term, i.e. 25 years +. This will ensure that income and capital returns are considered over the long term thereby smoothing out any cyclical economic effects.

The fair value assessment of assets and prudential indicators set out above provide assurance that there will be minimal short term liquidity risk, i.e. a need to sell assets in order to repay capital borrowed. In the medium longer term, as borrowing is repaid via MRP, the liquidity risk is reduced as the borrowing associated with the asset decreases.

5.2 Portfolios risk – void periods

To mitigate the risk of void periods where the property is either partially or fully vacant, or a tenant has defaulted on its obligations, the investment portfolio will be actively managed in accordance with existing asset management procedures.

The investment criteria specified above:

“Whether the location is attractive for selling or letting and whether the location is easy to travel to so that it can be inspected without specialist agents”

should favour secure property investments, i.e. high quality buildings in prime locations, mitigating the risk of void periods on re-letting.

Appendix 2 to the Executive Report

Schedule 2 of the Capital Strategy



Investment Strategy 2020/21

Updated February 2020.

Schedule 2

INVESTMENT STRATEGY

1. **BACKGROUND:**

This strategy document sets out the Council's annual Investment Strategy as is required by the 3rd Edition of the Section 15 guidance on local government finance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 in 2018. It covers the budget year 2020/21 onwards.

The overall objective of the strategy is to provide high-level guidance on acquiring and managing investments in order to improve the financial resilience of the Council, the income base for its services and to ensure that its financial assets are applied efficiently for the benefit, improvement or development of the area through the acquisition, retention and management of good quality investments and the granting of loans.

The Investment Strategy supports the Council's Economic Strategy in order to deliver economic growth, tackle inequality and create change in the area that benefits everyone. It will guide the Council in establishing and managing a balanced portfolio of investments in order to appropriately spread risk. The Council will regularly develop and modify the Investment Strategy in response to specific investment decisions, and will formulate more detailed and nuanced indicators as it gains practical experience of how each indicator can contribute to the overall investment management process.

2. **INVESTMENTS – SUMMARY**

For the purposes of this Strategy an investment includes all of the Council's financial assets as well as any other non-financial assets that it holds primarily or partially to generate a profit; for example, investment portfolios.

The definition of an investment also covers loans made by the Council to one of its wholly-owned companies, or to a joint venture, or to a third party. Such investments are most likely to be made in order to achieve its policy aims for local economic growth, and their yield will require assessment by reference to their contribution in financial and non-financial terms.

The investment strategy does not include investments that are managed as part of the Council's normal treasury management processes or any delegations from that process.

3. **KEY STRATEGIC PRINCIPLES**

The Council's Investment Strategy will focus upon establishing objective criteria for investment by reference to:

- i. Transparency and democratic accountability
- ii. Contribution
- iii. Use of indicators
- iv. Security, Liquidity and Yield

v. Investment Limit

It recognizes that an effective strategy requires a degree of flexibility in its implementation and that, from time to time, investment opportunities may arise that do not precisely meet its financial criteria but which nevertheless present the possibility of potential returns in terms of achieving strategic or policy aims. In order to enable the Council to deal with such opportunities on a consistent and objective basis it will implement Risk Assessment arrangements through business case evaluation by its Project Appraisal Group, as is currently provided for under the capital expenditure arrangements set out in Rule 16 of its Financial Regulations.

3.1 Transparency and democratic accountability:

The Council is required to prepare at least one annual Investment Strategy that contains the details specified in the 2018 guidance. This Strategy has to be approved by the full Council, and will be annually reviewed prior to the start of the financial year. In the event of a material change then a revised Strategy will be presented for approval before the proposed change is implemented.

3.2 Contribution:

Investments made by local authorities can be classified into one of two main categories

1. Investments held for treasury management purposes; and
2. Other Investments

The former are reported in the Treasury Management Strategy an associated report and are not therefore repeated within this Investment Strategy, which only applies to “Other Investments”.

The Council’s Other Investments are required to be applied efficiently for the benefit, improvement or development of the area. This may occur by the investment facilitating the efficient use of the Council’s financial resources, by contributing to its future resources or by enabling it to achieve its policy and strategic aims. In each case the concept of *Contribution*, in the sense of asking whether the investment will make a positive difference will be a key determinant in decision-making. The assessment of contribution will be made within the entire investment framework, and will include the acquisition, retention and management of investments and the granting of loans.

The Council recognizes that investments can make different types of contribution, and each investment can have more than one type of contribution. A non-exhaustive list of potential types of contribution include:

- i. Yield/profit
- ii. Regeneration
- iii. Economic benefit/business rates growth

- iv. Responding to local market failure
- v. Treasury management
- vi. Invest to Save Schemes capacity to reduce costs or generate additional income from an asset.

Where an investment is classified as contributing to regeneration or local economic benefit, the supporting business case assessment should demonstrate that the investment forms part of a project in the Council's Local Plan or some other formal statement of the Council's strategic or policy aims.

3.3 Investment indicators:

The Council proposes to adopt a system of quantitative indicators to guide and inform investment decisions relating to Other Investments. The Council proposes to initially adopt the indicators proposed within the Guidance (see the Annex to this Investment Strategy). These indicators will be reported upon and reviewed annually.

The Council's proposed range of indicators will allow members and other interested parties to understand the total exposure from borrowing and investment decisions. They will cover both the Council's current position and the expected position assuming all planned investments for the following year are completed. They will not take account of Treasury Management investments which will continue to be reported within the Treasury Management report.

3.4 Security, Liquidity and Yield:

In this context, Security means protecting the capital sum invested from loss; and Liquidity means ensuring the funds invested are available for expenditure when needed. Yield is the expected return of the investment over its lifetime, and can be expressed either in financial terms or as the achievement of policy or strategic aims.

In considering Other Investments the balance between security, liquidity and yield will be considered as part of the business case, alongside the contribution the Other Investment can make to achieving policy objectives.

3.5 Investment Limit

The Council will from time to time set one or more Investment Limits and keep them under review. The Council will use prudential borrowing to fund Other Investments / strategic acquisitions. Currently interest rates remain at a low level and the rental income / Contribution from Other Investments should more than cover the associated debt costs, whilst also providing a net yield to support the Council's revenue budget. The Council has the ability to fix interest over the long-term which removes the risk of interest rate volatility.

Provision of £40 million has been included in the capital programme, phased across the programme and funded by prudential borrowing.

There may be a need for the Council to be able to respond quickly as an investment

opportunity arises and therefore clear and agile governance structures and processes have been put in place. These are supported by detailed business case appraisals.

4. GOVERNANCE ARRANGEMENTS

The Council has set up an Investment Advisory Board to consider specific business cases in relation to investing in Other Investments / strategic acquisitions. The core group consists of:-

- Leader of the Council – (Chair)
- Cllr Alex Ross Shaw – portfolio holder for Regeneration, Planning & Transportation
- Cllr John Pennington – leader of the Conservatives
- Cllr Jeanette Sunderland – Leader of Liberal Democrat & Independent Group
- Strategic Director of Corporate Resources
- Strategic Director of Place
- Director of Finance / s151 Officer
- Assistant Director Estates & Property
- City solicitor / Monitoring Officer

Other officers will attend as relevant to the specific business case.

5. RISK ASSESSMENT

The Council will regularly review its approach to assessing risk of loss, and such an assessment will be undertaken before acquiring any investment, whether held for treasury management or other investment purposes, and whether the investment is financial or non-financial. The Council proposes to formulate and then adopt a formal risk assessment system for this purpose and this will include consideration of the Council's current risk appetite and both its Capital and Investment Strategies. Such assessments will continue to be made during the period that each investment is held. The risk assessment structure will consider the following factors:

- i. In relation to all investments, how it has assessed the market that it is/will be competing in, the nature and level of competition, how it thinks that the market/customer needs will evolve over time, any barriers to entry and exit and any on-going investment and regulatory requirements.
- ii. Whether, and if so, on what terms the Council uses external advisors as treasury management advisors, property investment advisors or any other relevant persons. In each case such engagements will be on the Council's standard terms and conditions unless there is an agreed exception, as is provided for under No. 17 of the Council's Contracts Standing Orders.

- iii. The outcome of any monitoring by the Council of the quality of advice provided by its external advisors.
- iv. To what extent, if at all, any risk assessment is based on credit ratings issued by credit ratings agencies, and the reliability of such ratings given the current degree of engagement between the rating agency and the market under assessment.
- v. Where credit ratings are used, how frequently they are monitored and the procedures for taking action if credit ratings change.
- vi. What other sources of information are used to assess and monitor risk.
- vii. Any specific property-related risks – covenant strength, lease period/s, condition, maintenance costs, etc.

Risk Assessment will be undertaken as part of business case considerations and regularly reviewed.

6. CAPACITY, SKILLS AND CULTURE

The guidance requires that elected members and officers involved in the investment decision making process have appropriate capacity, skills and information to enable them to take informed decision as to whether or not to enter into a specific investment. The Council recognises that investing in land and properties to generate yield and capital returns is a specialist and potentially complex area (see Schedule 1 to the Capital Strategy dealing with the Council's response to MHCLG guidance on commercial property investments). JLL have been appointed as the Council's advisors in relation to investment property, and will be assisting in the development and delivery of the investment strategy. In addition, the Council will procure specialist legal and financial advisors where necessary. This will ensure that the Council has access to requisite specialist skills and resources to inform the decision making process.

The Council requires advisors negotiating deals on behalf of the Council to be aware of the core principles of the prudential framework and the regulatory regime in which the Council operates.

Annex to Capital Strategy: Selected Investment Indicators

The guidance specifies certain indicators which the Council has adopted as below.

These indicators are based on a number of assumed factors (e.g potential future investments and the timing of these), as such the indicators will be impacted by changes to these factors. However, they are an initial benchmark upon which investments can be monitored and reported upon.

It is expected that the selected indicators will be reviewed as the Investment Strategy evolves.

Debt to Net Service Expenditure (NSE) Ratio

This indicator measures the gross debt associated with property investment as a percentage of the Council's net service expenditure, where net service expenditure is a proxy for the size and financial strength of a council.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Gross Debt	24,731	34,329	43,652
Net Service Expenditure	378,080	378,080	378,080
Debt to NSE Ratio	6.5%	9.1%	11.5%

The indicator shows that the proposed debt level will be approximately 11.8% of the Council's net revenue budget if the proposed £40m investment in commercial property (and related investment) is funded solely from borrowing.

Investment in commercial property will assess the risk profile as part of the decision making process, and any such investment will be long term. Therefore this ratio is considered reasonable.

A maximum limit of 30% has been set for this ratio.

Commercial Income to NSE Ratio

This indicator measures the Council's dependence on the income from all property investments to deliver core functions.

The income generated from property investments will fund 1.4% of the Council's' net service expenditure over the medium term. This ratio is considered reasonable.

A maximum limit of 5% has been set for this indicator, to be reviewed upon completion of the £40m additional investment approved for purchases.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Commercial Income	4,033	4,733	5,432
Net Service Expenditure	378,080	378,080	378,080
Commercial Income to NSE Ratio	1.07%	1.25%	1.44%

Investment Cover Ratio

This indicator measures the total net income from property investments compared to interest expense.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Investment Cover Ratio	1.02	0.64	0.45

The indicator shows that net income from property investments is expected to be 0.45 times higher than the anticipated interest expense on average over the three years of the strategy.

Loan to Value Ratio

This indicator measure the amount of debt compared to the total asset value. In the period immediately after purchase it is normal for the directly attributable costs of purchasing commercial property investments to be greater than the realisable value of the asset (for example, because of non value-adding costs such as stamp duty and fees). The loan to value ratio should gradually decrease, reflecting the assumption that property values will remain constant while borrowings will be repaid.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Loan to Value Ratio	1.01	0.99	0.97

Target Income Returns

This indicator for new investments shows net revenue income compared to equity and is a measure of the achievement of the property portfolio.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000

Target Income Returns	3.06%	2.25%	1.72%
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Gross and Net Income

The net income targets (for all commercial income) are included in the Council's financial projections. The achievement of target income streams will be managed as part of the Council's standard budget monitoring process. Targets are dependent upon investments being made.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Gross Income	4,052	4,779	5,517
Net Income	2,498	2,513	2,492

Operating Costs

Operating costs relate to the cost of the Council's internal Estate Management function in relation to managing assets acquired under the property investment strategy.

Additional operating costs may be incurred as a result of the purchase of investment properties. Any such costs will be factored into financial appraisals as part of the purchase assessment to ensure that target net rates of return are achieved. This indicator may therefore require revision after investments are made.

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Operating Costs	510	510	510

Vacancy Levels and Tenant Exposures

	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Void percentage	<10%	<10%	<10%

This metric reflects the strong tenant covenant strengths that will be required due to the application of the commercial property investment factors set out in the Capital Strategy. Void periods will be factored into financial appraisals as part of the assessment criteria where relevant, therefore this indicator may be revised once investments have been made.

Additional Indicators

Additional indicators may be utilised to provide assurance regarding other investments. This may include the percentage of other investments as a proportion of the total Capital Investment Programme.

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Report of the Strategic Director of Place to the meeting of Executive to be held on 24 March 2020

Subject:

BJ

Arrangements for the establishment of a West Yorkshire Urban Traffic Management Control (West Yorkshire UTMC) Service

Summary statement:

The proposals around the development of a joint West Yorkshire UTMC service (WY-UTMC) were previously presented to the Executive on 11 September 2018. The Executive endorsed the proposal that work should begin to develop the establishment of a joint service, hosted by Leeds City Council, and that fuller information regarding this should be presented to the Executive at a future meeting.

The purpose of this report is to inform the Executive on progress made regarding the establishment of the joint service and to seek a formal decision regarding the arrangements and obligations of such a service on the Council.

Steve Hartley
Strategic Director of Place

Report Contact: Richard Gelder
Highways Services Manager
Phone: 01274 437603
E-mail: Richard.Gelder@bradford.gov.uk

Portfolio:

Regeneration, Planning And Transport

Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 The proposals for the development of a joint West Yorkshire UTMC service were previously presented to the Executive on 11 September 2018. The Executive endorsed the proposal that work should begin to develop the establishment of a joint service, hosted by Leeds City Council, and that fuller information regarding this should be presented to the Executive at a future meeting.
- 1.2 The purpose of this report is to inform the Executive on progress made regarding the establishment of the joint service and to seek a formal decision regarding the Council's participation in the joint service and its associated obligations on the Council.
- 1.3 As is normal practice for West Yorkshire+ Transport Fund schemes final approval is now being sought (from all districts) so that a Full Business Case can be approved as part of the Combined Authority's Assurance Process. This report therefore seeks Executive's final approval to the details for the joint service which have been developed in response to Executive's previous resolutions and asks for appropriate delegated authority for the Director of Place (in conjunction with the Portfolio Holder) to approve any final arrangements such as the final detail around the partnership agreement, financial service level agreement etc.
- 1.4 The Joint West Yorkshire UTMC service will be operated under the terms of a Partnership Agreement, which will confirm the legal and governance arrangements, the budget, staffing and funding contributions for the five local authority partners.
- 1.5 The operational accountability of the joint service will be to the West Yorkshire UTMC Strategy Group, who shall report to the West Yorkshire Chief Highway Officer's Group who retain overall responsibility for approving or resolving issues around service delivery. The WY UTMC Strategy Group will comprise one accountable manager from each district, the operational Traffic Manager for each Council, a representative from the Combined Authority and the Head of the Joint Service.
- 1.6 Financial governance and assurance will be provided by a Financial Governance and Assurance Panel comprising one Finance Officer from each of the districts, the Section 151 Officer from the Lead Authority and one Audit Officer from each of the districts.
- 1.7 The WY-UTMC service will be led by a Head of Service with a staffing structure of 34 FTEs which has been designed to provide both resilience in terms of staff numbers and facilitate the creation of a "centre of excellence" through incorporation of resources for such things as R&D activities.
- 1.8 Staff from Bradford, Wakefield and Kirklees Councils will be transferred into the employment of Leeds City Council, to the Joint Service as a TUPE transfer in accordance with TUPE legislation. There has been on-going engagement and

consultation with staff affected and the trade unions about the transfer of the function and about the vision and aims of the new service.

- 1.9 Within its first year of operation a revenue contribution from Bradford of £379,323 from the 2020/21 UTMC budget will be required to fund the joint service. The level of future contributions will be determined by the Finance & Governance Panel annually and will be based on an understanding of capital work programmes which the joint service is actively engaged on delivering across West Yorkshire.

2. BACKGROUND

- 2.1 Currently, UTMC services are delivered independently by each of the West Yorkshire authorities with the exception of Calderdale who procure their services from Leeds City Council. The four West Yorkshire UTMC teams work in different locations to varying service level agreements, with some limited formal cross-boundary operations (e.g. shared external maintenance contracts, shared supply and installation contracts).
- 2.2 The West Yorkshire UTMC project comprises 3 distinct parts:
 - a) The joining up of all districts UTC/UTMC computer systems into one comprehensive system located in the “cloud” (c£2.3m);
 - b) The undertaking of on-street improvements to UTC equipment facilities at key junctions on the West Yorkshire Key Route Network (c£4.0m); and
 - c) The re-organisation of the West Yorkshire UTMC services to provide a better day to day management and co-ordination across the network including key transport partners (public transport operators, emergency services, Highways England etc) through the consolidation of the four West Yorkshire UTC teams amalgamated under TUPE provisions.(c£1.0m)
- 2.3 Discussions in relation to the principle of exploration of establishing a joint West Yorkshire – UTMC service were held with respective Council Leaders and Chief Executives as the development of an Expression of Interest for the project. These discussions were positive and an in principle agreement was reached supporting further exploration of this proposal.
- 2.4 The project was included in the 2015 West Yorkshire-plus Transport Fund submission to government. Based on a £7.3m cost and journey time benefits for all modes of £28.5m the project produced a GVA/£ spent score of 3.9 which ranked it in the top 3 highest scoring schemes in the final list of 33 West Yorkshire agreed projects.
- 2.5 The WY-UTMC service would take over responsibility for the design of new traffic signal installations for all of West Yorkshire and would be responsible for their operation, coordination and maintenance under the governance of a Partnership Agreement. Each district would, however, retain ownership of the traffic signal asset together with responsibility for payment of the associated energy costs. The combined unit would also procure and install signal installations on each district’s

behalf.

2.6 The key benefits of the WY-UTMC Service would be:

- Provision of a resilient, well resourced, UTMC service able to maximise the opportunities afforded by economies of scale and efficiency at a time of economic austerity;
- Demonstration to the Department for Transport that the West Yorkshire authorities can work together;
- Provision of a consistent UTMC service across West Yorkshire;
- Provision of better management of congestion to unlock capacity over the highway network;
- Improved journey time reliability for highway travel;
- A more resilient network able to better manage unplanned events;
- Improvement to air quality; and
- Increased employment and promotion of economic growth by the completion of transport schemes across West Yorkshire regardless of administrative boundaries.

2.7 Initial proposals for the WY-UTMC service were presented previously to Executive at its meeting of 11 September 2018 where Executive resolved, inter alia:

Resolved –

- (1) That the arrangements for the establishment of a joint West Yorkshire UTMC service be endorsed in principle subject to the outcome of the consideration of the Outline Business Case by the Combined Authority;
- (3) That the principle of allocation of £324,000 from the 2018/19 UTMC budget as Bradford's contribution to the funding of the West Yorkshire UTMC Service; and
- (7) That it be noted that this report discusses the further work required in relation to the establishment of the West Yorkshire UTMC service and that once final agreement has been reached in relation to the operational arrangements for this service a further report by presented to Executive for consideration.

2.8 Further work on the details and arrangements for the WY-UTMC service has now reached a point where arrangements for the delivery and operation of the service are at a critical decision point for each of the district partners (i.e. to confirm their intention to proceed with the establishment of the joint service) prior to consideration of the Full Business Case by the Combined Authority. This report is therefore seeking Executive's confirmation of the acceptability of arrangements as

currently developed and reaffirmation of the Council's intention to move to the joint service operating model early in the 2020-21 financial year.

3 OTHER CONSIDERATIONS

Governance and legal arrangements (see Appendix A)

- 3.1 Governance and oversight of the WY-UTMC service will be provided by two officer panels – an operational and strategic direction panel and a finance overview panel both of whom provide advisory direction to the service under their respective delegated responsibilities under the Partnership Agreement. The ultimate decision making body for the service will be the Chief Highways Officers group. The respective lines of reporting, panel composition and governance arrangements are shown in Appendix A of this report.

Staffing Issues (see Appendix B)

- 3.2 Work on the proposed staffing structure has now been completed following consultation with all affected staff and Trade Unions from across each district. The proposed structure for the WY-UTMC Service is shown in Appendix B and comprises 34 FTEs in total. This structure is sufficient to allow all staff currently within post across West Yorkshire to obtain an equivalent position in the joint service from day one.
- 3.3 Within Bradford the current UTC team comprises 7 FTE posts with 4 vacancies. The proposal would see the three remaining permanent members of staff TUPE transfer to the new service. The contracts of existing agency staff within the service would be terminated on the date of establishment of the joint service.

Budget (see Appendix C)

- 3.2 The budget proposals put forward for the joint service have been developed by Leeds City Council's Finance section based on the 2019/20 revenue budgets of each district partner for UTMC together with an allowance of 2.2% for inflationary increases in 2020/21. For Bradford, this equates to a baseline budget contribution of £338,000. Bradford's budget contribution is further increased through the inclusion of an overhead charge initially in 2020/21 based on the relative percentage of our revenue contribution (22.96%) of the projected £180,000 overhead charge, or £41,323. The respective breakdown of each district's initial contribution is shown in the table below:

Authority	No of Signals	%	Overhead contribution based on 2019/20 base budget (£000s)
Bradford	364	22.76%	£41
Calderdale	107	6.69%	£16
Kirklees	233	14.57%	£18
Leeds	666	41.65%	£84
Wakefield	229	14.32%	£22
Total Number of Signals	1599	100.00%	£180

The total proposed revenue contribution from Bradford for 2020/21 is therefore £379,323 – an increase of £55,323 over the previously approved figure of £324,000.

3.3 The inclusion of this additional overhead in the revenue ‘ask’ of Bradford could be dealt with in a number of ways:

- a) The overall operational budget (both revenue and capital) might become an all-inclusive figure (i.e. the level of service could reduce to deliver a service within the available funding envelope from each district’s contributions);
- b) The required fee contribution might increase, either by increasing the fee percentage of through on-going business growth (it should be noted that this would increase the on-going risk to Leeds); or
- c) The current favoured approach that the overall cost to each district could increase accordingly. For Bradford this approach can be accommodated within the available UTMC budget due to energy efficiencies made in the traffic signal asset giving a degree of headroom over the first twelve month period.

3.4 Finally, Leeds have suggested that moving forward this charging regime should be based on the actual number of assets in each district rather than the existing revenue contribution. This approach would have the following implication for Bradford (inclusive of Leeds overhead charge):

Authority	Existing Service Costs (£000s)	Based on Base Budget (£000s)	Based on Assets (£000s)
Bradford	£349.0	£379.0	£381.0

4. FINANCIAL & RESOURCE APPRAISAL

4.1 In July 2016 when the issue of establishing a West Yorkshire UTMC service was discussed by the Chief Executives it was proposed that the value of each district’s 2016/17 revenue budget would be frozen at that time and would ultimately be transferred to the Host authority when the new service came together. This approach would then form the base budget around which the new combined service could be based. For Bradford the allocation of a revenue contribution of £324,100 was approved by Executive for this purpose previously.

4.2 This initial revenue budget allocation will be further supplemented through income generation activities associated with the functions of the service (e.g. recharging of staff time to delivery of capital programmes and charging for temporary “bagging off” of traffic signals).

4.3 Wakefield MDC have now produced a detailed business plan for the joint service to demonstrate how the future viability of the service can be secured by maximising income generation through recharging service costs to capital programmes and

other revenue streams. Within this plan, the total cost of the service is detailed as £3,217,000, funded through an income of £1,722,000 from recharges to capital fees together with a combined revenue budget contribution of £1,495,000 from the district partners in 2020/21.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Responsibility for the governance of the West Yorkshire UTMC project currently rests with the Calderdale MBC as promoting authority and Project Executive. The wider UTC project is being funded under the West Yorkshire+ Transport Fund funding and project approvals are controlled under the West Yorkshire Combined Authority's Assurance Framework. Therefore a rigorous project management system is in place based around the OGC PRINCE2 (Projects in Controlled Environments) and MSP (Managing Successful Programmes) methodologies.
- 5.2 As part of the management of this project a Project Board has been established comprising representatives of each of the constituent districts and representatives of the Combined Authority.
- 5.3 As part of the Assurance Process a detailed risk assessment has been undertaken for each element of the project (a) through to (c). These risks are reviewed monthly by the Project Board and corrective actions directed where necessary.
- 5.4 The new WY-UTMC arrangement will be underpinned by a detailed Partnership Agreement, determining an agreed budget and funding approach from each of the 5 LA's. The following information relates to the key elements within the partnership agreement for Executive to be made aware of. These issues have been discussed in detail in Section 3 of the report but specific issues are highlighted here. The Partnership Agreement details the UTMC service that is to be provided and the responsibilities of the Head of the Joint UTMC service.
- 5.5 WY UTMC Strategy Group – strategic direction of the WY-UTMC service shall be led by a Strategy Group which will comprise one district policy officer from each of the five districts who shall be an existing member of their Joint Transport Steering Group, the Operational Traffic Manager for each district, one officer representative from the West Yorkshire Combined Authority and the Head of the WY-UTMC service together with any necessary co-opted technical advisors. The Chair of the strategy group will be a District Traffic Manager from one of the LA Partners with the Lead Authority providing the Chair for the first year. This role will rotate through each of the partners on an annual basis. The Strategy Group is advisory and the Chief Highway Officer's Group shall have responsibility for approving the recommendations of the Strategy Group.
- 5.6 Financial Governance and Assurance Panel – The Financial Governance and Assurance Panel shall meet on a quarterly basis and shall be made of the one Finance Officer from each of the LA partners, the Section 151 Officer from the Lead Authority and one Audit Officer from each district partner. This panel will be responsible for agreeing the annual Financial Contributions in accordance with the Partnership Agreement Finance Schedule. The Financial Governance & Assurance

Panel is an advisory group that makes recommendations to the Chief Highway Officer's Group.

5.7 Budget: In future years the proportion of the annual budget that each authority pays will be in accordance with the number of traffic signal assets on its roads but the budget itself will be subject to the agreement of each individual authority through the Financial Governance & Assurance Panel. It is currently anticipated that the level of budget increase each year will be 2.2%.

5.8 Term of Agreement: The term of the agreement will be 3 years from the commencement date, renewable annually thereafter. One or all partnership members will be able to withdraw from the partnership agreement, after the initial 3 year period where they are concerned about the funding position of the service and therefore the joint service, upon giving three calendar months' notice of their wish to do so. After five years a partner authority may terminate the partnership agreement by giving three calendar months' notice of their intention to do so for any reason. The Partnership agreement will deal with allocation of costs, losses and liabilities between the partnership members in the event of termination.

6. LEGAL APPRAISAL

6.1 The Council will remain as Highway Authority and Local Traffic Authority for its area and will retain all of the powers and responsibilities as set out in the Highways Act 1980, Road Traffic Regulation Act 1984 and Traffic Management Act 2004.

6.2 If the transfer proceeds, the staff at Bradford Council assigned to the area which it is proposed to transfer, will transfer subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). In accordance with the TUPE Regulations 2006 it is necessary for the appropriate recognised Trade Unions of any affected employees to be consulted about any measures envisaged.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Due consideration has been given in writing this report to the Council's duties under Section 149 of the Equality Act 2010.

7.2 SUSTAINABILITY IMPLICATIONS

The establishment of the West Yorkshire UTMC service will bring about economies of scale and make the UTMC service more resilient to service revenue funding pressures.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Delivery of the West Yorkshire UTMC project, specifically elements (a) and (b) will assist in reducing congestion on the highway network through more effective and efficient co-ordination and operation of traffic signals. By facilitating and controlling traffic movement air quality improvements will be realised not just within the

Bradford district but throughout West Yorkshire.

A formal monitoring and evaluation plan for the West Yorkshire UTMC project is currently being developed as part of the Full Business Case.

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no Community Safety implications associated with the contents of this report in relation to the establishment of the joint service.

7.5 HUMAN RIGHTS ACT

There are no Human Rights Act implications associated with the contents of this report.

7.6 TRADE UNION IMPLICATIONS

The trades unions have already been involved in the process of consultation with staff and will continue to be involved with any HR processes taking place at both the West Yorkshire and Bradford level.

7.7 WARD IMPLICATIONS

As each ward has a number of traffic signal junctions / crossing facilities all wards are affected by Element (b) of this proposal in relation to the upgrade of traffic signal equipment. Where specific upgrades to existing traffic signals are to be delivered as individual ward members will be advised of the programme for upgrades.

The establishment of the Joint West Yorkshire UTMC Service itself does not have any specific ward implications.

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS

Not applicable.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There are no corporate parenting issues associated with the subject of this report.

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

Initial Privacy Impact and Short Privacy Impact assessments have been undertaken on the proposal to create a West Yorkshire UTMC service. These assessments indicated potential issues in relation to sharing of CCTV camera images from sites across West Yorkshire with the joint service control room for the purposes of monitoring traffic congestion (vehicle license plates being assessed as personal information under GDPR). In line with corporate processes a risk assessment of this issue has been undertaken and identified that appropriate controls and operating protocols can jointly be put in place to manage this risk effectively.

7.11 NOT FOR PUBLICATION DOCUMENTS

Appendix C of the report is exempt from publication as its contents are commercially sensitive and is exempt from disclosure in accordance with paragraph 3 (Financial or Business Affairs) of Schedule 12A of the Local Government Act 1972.

9. OPTIONS

9.1 The principal option facing Executive in relation to this report is whether or not Bradford wish to sign up to the WY-UTMC model or maintain the status quo.

a) **Option 1 – sign up to the Joint Service Model**

The joint services model provides many benefits to the Council in terms of more efficient and cohesive management of traffic not just on its network but the wider West Yorkshire network also. Staffing of UTMC Engineers has always been difficult given the specialist skill set reducing the pool of applicants for any role. The proposed staffing structure of the joint service provides a framework which has sufficient critical mass to allow training of graduates and apprentices to these roles in the future, thereby assuring the future viability of resources. Concerns about the level of service which would be provided to Bradford by the WY-UTMC service have been addressed within the Partnership Agreement and these as a minimum maintain the level of service currently provided internally.

b) **Option 2 – Maintain the status quo**

With the addition of the management fee by Leeds City Council the joint service model is significantly more expensive to operate than the Council's current arrangements. In the first year of operation funding above the Council's current UTMC budget (excluding energy costs) would be required and this would increase annually thereafter with any budget pressures resulting from reduced capital programme recharges being passed to the Council as one of the partners for payment. Were Executive to decide not to proceed with the joint service formation staffing within the Council's UTMC team would become an immediate issue as the team have lost two members of staff in the intervening period since the joint service was originally proposed. In addition were Executive to decide not to proceed with the establishment of the joint service it is anticipated that the establishment of the joint service would not proceed.

10. RECOMMENDATIONS

10.1 That Bradford's support for the formation of a Joint West Yorkshire UTMC Service be confirmed.

10.2 That subject to Leeds Council's confirmation, it be agreed that Leeds City Council hosts the West Yorkshire UTMC Service (which in the first instance will be based at the Joint Services building in Morley).

- 10.3 That the pro-rata allocation of £379,323 revenue funding from the 2020/21 UTMC budgets for the purposes of the first year's revenue budget allocation to the joint service be approved.
- 10.4 That authority be delegated to the Strategic Director of Place, in consultation with the Portfolio Holder to progress all outstanding matters in order to implement the Joint West Yorkshire UTMC Service.
- 10.5 That the approval of the setting of annual budget for the WYUTMC service be delegated to the Assistant Director - Planning, Transportation & Highways in conjunction with the Director of Finance / Section 151 Officer as the Council's representative on the Chief Highway Officers board in line with the provisions of Schedule 11 of the Partnership Agreement.

11. APPENDICES

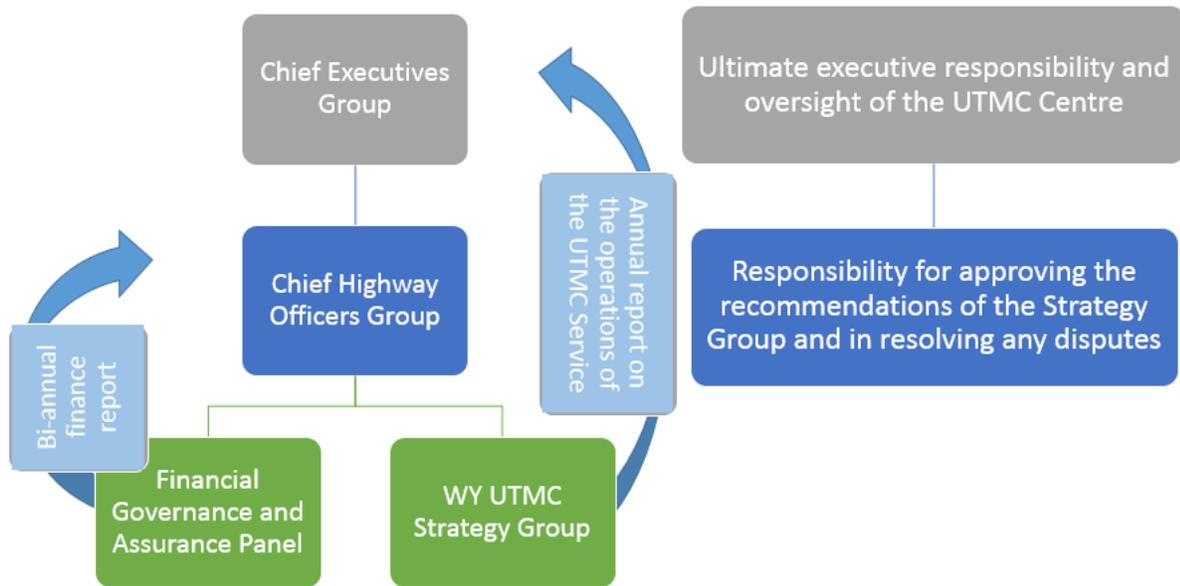
- 11.1 Appendix A – Governance & Oversight Operating Model
- 11.2 Appendix B – Proposed Staffing Structure (WY-UTMC)
- 11.3 Appendix C – Budget 2020/21 (Not for Publication)
- 11.4 Appendix D – Schedule 12 - Financial Schedule (WY-UTMC)

12. BACKGROUND DOCUMENTS

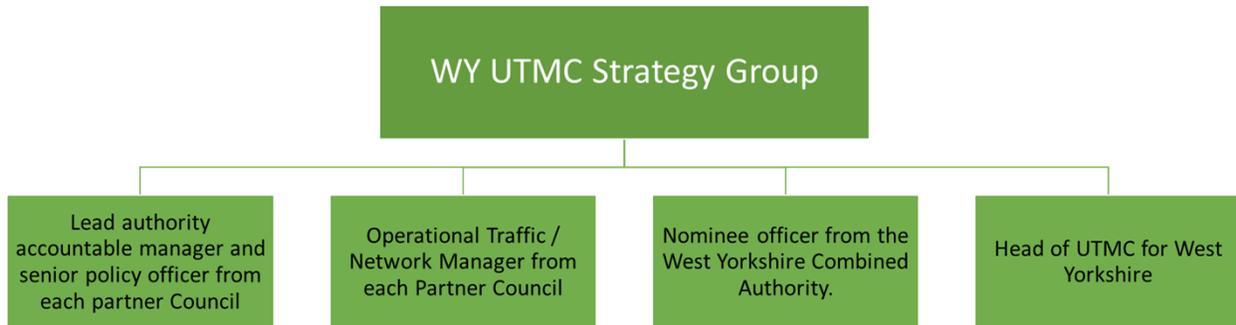
- 12.1 Report of the Strategic Director to the meeting of Executive 11 September 2018, Arrangements for the establishment of a West Yorkshire Urban Traffic Management Control (West Yorkshire UTMC) Service.
- 12.2 Outline Business Case Submission – West Yorkshire Integrated Urban Traffic Management Control (UTMC) Project.
- 12.3 Report to the Directors of Development – WY+TF UTMC Project – Strategic Outline Business Case dated 1 December 2017.

APPENDIX A – Governance & Oversight Operating Model

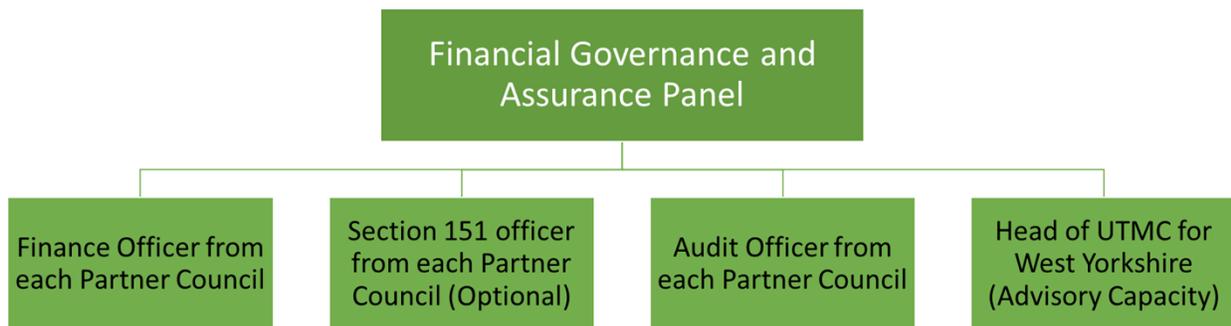
Overview of Governance Arrangement



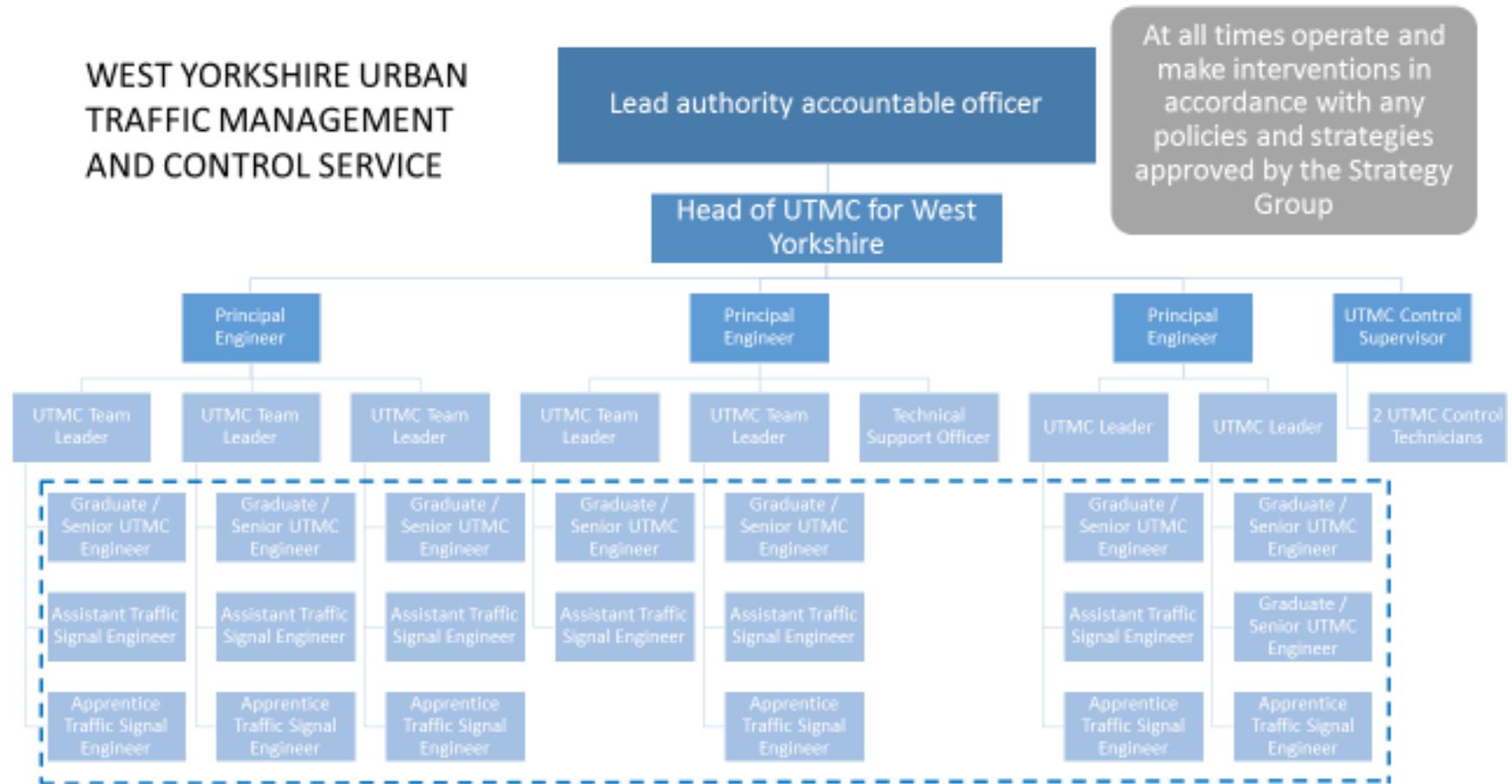
WY UTMC Strategy Group



Financial Governance & Assurance Panel



APPENDIX B – Proposed Staffing Structure (WY-UTMC Service)



APPENDIX D – PARTNERSHIP FINANCIAL SCHEDULE

Financial Schedule (DRAFT)

Financial Protocol with regards to the relationship between the Partners

1. General principles

- 1.1 The Host Authority will provide the financial administration accounting system and appropriate associated support for WYUTMC. This shall be performed in accordance with the Host Authority's Financial Procedure Rules. Subject to the statutory role of each Partner's section 151 Officer in relation to their council, the Host Authority shall provide the services of its Chief Financial officer and its section 151 officer to WYUTMC.
- 1.2 Each Partner will contribute its Financial Contribution commencing on the Commencement Date or on a pro-rata basis in the event of a delay. The Host Authority shall not inherit any debt or liability incurred by any of the Partners prior to the Commencement Date.

2. Calculating the Financial Contribution

- 2.1 The partners are committed to the fair and equitable resourcing of WYUTMC while ensuring that the full cost of the Service is recovered. Each Partner will be required to contribute its share of the agreed annual budget of WYUTMC. The Financial Contributions for the year 2020/21 are set out in table 1 below.

Table 1
TO BE ADDED

- 2.2 The Financial Contributions for every subsequent year of operation of WYUTMC or part thereof shall be calculated in accordance with the following:
 - the proportion of the overall WYUTMC budget to be paid by each Partner shall be in line with the 2020/21 Financial Contribution; and
 - the sum of the Financial Contribution shall be in line with the 2020/21 Financial Contribution except to the extent that the costs of providing the Service and / or Host Support change (whether an increase or a decrease) due to the factors listed in paragraph 4.2 of this Schedule in which case the Financial Contributions shall be amended in line with these changes.
- 2.3 Until such time as unanimously agreed by the Partners the following items of income and expenditure will remain the responsibility of each of the Partners
 - **TO ADD POINTS**

3. Payment Arrangements and VAT

APPENDIX D – PARTNERSHIP FINANCIAL SCHEDULE

3.1 Following agreement of the annual budget by the Management Board (as described in paragraph 5 of this Schedule 5) each Partner shall be notified of their Financial Contribution. The Financial Contribution shall be paid in four equal instalments on 15 May, 15 August, 15 November and 15 February in each calendar year of operation of OAWY or on the next working day if these dates fall on a weekend or a Bank Holiday. Payment is to be made by BACS to the Host Authority's bank account.

3.2 The Host Authority will account for VAT.

4. Budgetary Control and Monitoring

4.1 The Head of Service WYUTMC shall prepare a draft annual budget for consideration by the Management Board and approval by each of the Partners as part of its budget setting process. The budget will be used to calculate the Financial Contribution from each Partner as identified in paragraph 2 above. The Host Authority is not authorised to operate or budget for an accumulative or deficit position. In the event that the annual accounts are closed in a deficit position, the deficit will be made good by the Partners contributing in the same proportions as the Financial Contributions to the annual budget. Any surplus shall be carried over and returned to the Partners in the same proportions as the Partners' Financial Contributions determined by the Management Board.

4.2 The Host Agency's Section 151 Officer shall ensure there are mechanisms in place to enable budgets to be managed in line with the available resources and any variations to the budget are identified as early as possible. The Host Authority's Section 151 Officer will submit quarterly budget monitoring reports of WYUTMC to the Management Board. These reports will include explanations of any significant variances against the profiled budget. The Management Board will review the expenditure and forecast to ensure that the allocated budget is being correctly adhered to. Each year, the Management Board shall be presented with a proposed budget for WYUTMS for the following financial year by 30 September prior to the start of the financial year for agreement by 31 December recognising each Partner's budget cycle and subject to financial approval in accordance with the financial procedures and constitutional arrangements for the Host authority. The proposed budget shall be based on the 2020/21 budget subject to adjustments (where an increase or a decrease) to allow for (i) indexation in line with local authority pay awards; (ii) other changes in staff pay; (iii) changes in the type, nature or quantum of the Service to be provided and (iv) changes in law, government policy and guidance and best practice.

5. Capital expenditure and Long Term contracts

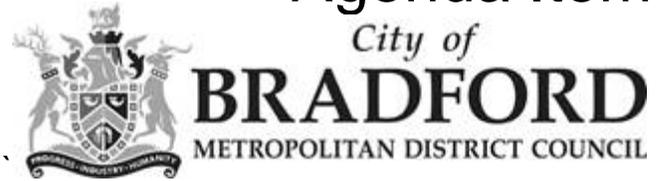
5.1 The Head of Service WYUTMC shall be enabled to expend capital which has been previously authorised as part of the annual budget and Financial Contributions. Other capital expenditure shall require unanimous agreement of the Partners.

APPENDIX D – PARTNERSHIP FINANCIAL SCHEDULE

5.2 Contracts for goods, works and services must not exceed a period of three years during the Initial Period and the Host Authority shall not thereafter enter into contracts exceeding a period of 2 years unless agreed by the Management Board along with suitable arrangements for meeting all Host Authority obligations under the contract. The Host Authority shall not enter into contracts that exceed the Term unless unanimously agreed by the Management Board.

6. Annual accounts and audit following each year end

6.1 The Host Authority shall prepare the annual account for WYUTMC in a manner compliant with the relevant legislation, regulations and guidance within any statutory timescales applicable and shall ensure that the relevant information is available for external inspection and scrutiny. The Management Board must approve the annual account in line with Local Authority statutory deadlines which shall be presented along with an annual audit letter or equivalent prepared by the external auditor/reviewer. The cost of the specific audit/review shall be borne by the WYUTMC budget. The Management Board shall decide on any money surplus or deficit balance in accordance with the principles set out in this Schedule 5.



Report of the Strategic Director – Place to the meeting of Executive to be held on 24th March 2020

Subject:

BK

**Bradford to Shipley Route Improvement Scheme
West Yorkshire Plus Transport Fund Project**

Summary statement:

This report will: -

- 1) Update the Executive on the outcome of preliminary enquiries with some landowners and affected parties, along with recommendations on whether it may be necessary to rely on the use of compulsory purchase powers to support the scheme.**
- 2) Seek approval in principle, to the use of relevant Orders required for the acquisition of land and any rights needed.**

Steve Hartley
Strategic Director of Place

Report Contact: Richard Gelder
Highway Services Manager
Phone: (01274) 437603
E-mail: Richard.Gelder@bradford.gov.uk

Portfolio:
Regeneration, Planning and Transport

Overview & Scrutiny Area
Regeneration and Environment

1. SUMMARY

- 1.1 Bradford Council in partnership with the West Yorkshire Combined Authority is planning to improve the Bradford to Shipley Corridor. This report will:
- 1) Update the Executive on the outcome of preliminary enquiries with some landowners and affected parties, along with recommendations on whether it may be necessary to rely on the use of compulsory purchase powers to support the scheme.
 - 2) Seek approval in principle, to the use of relevant Orders required for the acquisition of land and any rights needed.

2. BACKGROUND

- 2.1. The Bradford to Shipley corridor is a key strategic route network which links the two centres, as well as a crucial connector route between the city of Bradford with key local centres within Airedale and Wharfedale such as Keighley and Ilkley.
- 2.2 The £47.9m Bradford to Shipley Route Improvement Scheme proposes measures to reduce journey times, improve air quality, reduce road casualties and make the surrounding environments more ecologically friendly.
- 2.3 The scheme includes sections of the A650 Manningham Lane, Keighley Road, Bradford Road, the A6037 Canal Road, Valley Road and A6038 Otley Road, A6181 Hamm Strasse, Valley Road, A6177 Queens Road and Kings Road.
- 2.4 The Outline Business Case (OBC) for the Bradford to Shipley Route Improvement Scheme was approved by the Combined Authority in December 2019 and the principles of the preferred scheme options was supported and approved by Executive on the 7th January 2020.
- 2.5 As described in the report to Executive on the 7th January 2020, land acquisition will be required for both of the preferred options however the impact on land has been kept to a minimum compared to other more ambitious options that were considered within the OBC submission.
- 2.6 The Executive on the 7th January 2020 resolved:
- (1) That the proposals described in both of the preferred “with” and “without” new Valley Road railway bridge options as the preferred approach to the delivery of the Bradford to Shipley Route Improvement Scheme agreed by the West Yorkshire Combined Authority’s Outline Business Case submission approval be supported and approved.*
 - (2) That making contact with land owners / affected parties to explore the extent to which it may be possible to acquire land and rights needed for the scheme through voluntary negotiation be approved.*

(3) That a further report be presented to the Executive on the outcome of preliminary enquiries with landowners and affected parties, along with recommendations on whether it may be necessary to rely on the use of compulsory purchase powers to support the scheme.

- 2.7 Further information about the Bradford to Shipley Route Improvement Scheme including the scheme objectives, benefits, key issues and timescales can be found in the report to Executive on the 7th January 2020 and the projects website: <https://www.yourvoice.westyorks-ca.gov.uk/BradfordShipley>
- 2.8 The purpose of this report to Executive is to present the outcome of preliminary enquiries with landowners and affected parties, along with recommendations on whether it may be necessary to rely on the use of compulsory purchase powers to support the scheme.
- 2.9 Since the report to Executive on the 7th January 2020 the Council has undertaken market testing and made contact with some of the land owners / affected parties to explore the extent to which it may be possible to acquire land and rights needed for the scheme through voluntary negotiation.
- 2.10 Letters were sent to several land owners / affected parties on the 10th February 2020 enquiring whether they would consider a sale of the site/property.
- 2.11 Initial responses have already identified that one of the affected land owners-occupier is not interested in selling the site, which in itself would be sufficient for the council to have to use its CPO powers. It is highly likely and inevitable that it will not be possible to acquire all the land and rights needed by voluntary means without recourse to a compulsory purchase powers, given the vast number of land interests involved.
- 2.12 The extent of the land which is currently considered to be needed to be included in a CPO is shown within the area edged red on the plan annexed hereto as Appendix A (Not for publication). Any other land needed to be acquired to replace the loss of open space land or allotment land or any other special kinds of land is shown to be within the area edged red on the plan annexed hereto as Appendix B (Not for publication).
- 2.13 This Report has not been included on the published forward plan as an issue for consideration because it is impractical to defer the decision until it has been included in the published Forward Plan. The report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council's Constitution.

3. OTHER CONSIDERATIONS

- 3.1 In order to ensure the deliverability of the proposed Bradford to Shipley Route Improvement Scheme, it is proposed the Council approves in principle the use of CPO powers as a last resort to acquire the land needed to achieve the desired highway improvement objectives.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 A £1 billion fund has been established through The Combined Authority to deliver a programme of transport interventions to support economic growth within the districts for Kirklees, Calderdale, Leeds, Wakefield, Bradford and York. This programme is collectively known as the West Yorkshire Plus Transport Fund (WY+TF). Bradford Council is seeking £47.9m in funding through the West Yorkshire-plus Transport Fund for the Bradford to Shipley Route Improvement Scheme which has been agreed in principle. The Combined Authority approved the scheme's Outline Business Case in December 2019 releasing further development funds to progress to the next stage of the assurance process (Full Business Case)
- 4.2 Funding for the scheme is totally derived from the West Yorkshire Plus Transport Fund.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Responsibility for the governance of this project is the responsibility of the West Yorkshire Combined Authority and is controlled under their Assurance Framework. A rigorous project management system is in place for all West Yorkshire Plus Transport Fund projects based around the OGC PRINCE2 (Projects in Controlled Environments) and MSP (Managing Successful Programmes) methodologies.
- 5.2 A detailed QRA (Quantified Risk Assessment) register has been developed as part of the initial project development and will continue to be updated as the project proceeds through its various stages of delivery.
- 5.3 Project & Programme Board meetings consider the risks associated with scheme delivery and provide appropriate mitigating direction.

6. LEGAL APPRAISAL

- 6.1 **Compulsory Purchase Power** - This Report considers the consequences and justification of proceeding to authorise the use of CPO powers to facilitate a proposed highway improvement scheme described above. In deciding on the most appropriate power to use to enable a CPO to be made, regard must be had to the use of the specific powers available for the purposes intended. As the proposed scheme involves the compulsory purchase of land to facilitate highway improvements, it is proposed to rely on the use of statutory highway powers to:

(a) make a CPO under as applicable, Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 and under Section 2 of the Acquisition of Land Act 1981; and to include in the CPO the power under Section 40 of the Road Traffic Regulation Act 1984 to provide off-street parking places, together with a means of entrance to and egress from them, for the purpose of relieving or preventing congestion of traffic; and

(b) make a Side Roads Order for the scheme under Sections 14 and 125 of the Highways Act 1980 to authorise associated highway alterations to be made as a direct consequence of the scheme.

- 6.2 **Compulsory Purchase Order Guidance** - In consideration of the potential use of compulsory purchase powers to support negotiations to acquire all the land needed for the scheme, reliance has been placed on Government guidance entitled “Guidance on Compulsory Purchase Process and The Crichel Down Rules for the disposal of surplus land acquired by, or under the threat of compulsion” published in July 2019 and the procedural guidance in Department of Transport Circular 2/97 dated June 1997. Weight must be given to the Guidance to ensure that the proper compulsory procedures are followed, that the process is open and transparent and that nobody with a purported interest in land needed for the highway scheme is prejudiced.
- 6.3 **Compulsory Purchase Order Justification** - As this is the first time that the Executive has been invited to consider the making of a CPO for the Bradford to Shipley Route Improvement Scheme, the Executive must be satisfied prior to authorising the making of a CPO, that there is sufficient justification to make a CPO and to demonstrate that the Council has exercised due diligence and probity and has been open and transparent in formulating its scheme proposals and in contacting and opening negotiations with interested parties to acquire the land needed.
- 6.4 Legal Services have confirmed that the Council has the necessary legal powers to initiate a CPO to enable the scheme to be delivered, provided it can be demonstrated:
- a) that the use of CPO powers is a “last resort”, there being little or no prospect of all the land being acquired by voluntary negotiations;
 - b) that sufficient funding is or is likely to be made available;
 - c) that there are no planning obstacles;
 - d) that the scheme can be implemented and completed within a reasonable timeframe;
 - e) that the compulsory purchase process is open and transparent;
 - f) that due regard has and is being given during the compulsory purchase process to the rights of the individual under human rights and public sector equality impact legislation; and
 - g) that there is a compelling case for the scheme in the public interest.
- 6.5 It is proposed that a planning application for the scheme will be submitted Winter 2020/2021
- 6.6 **Expert Advice**- it is not considered that any external specialised expert advice is needed at this stage of the compulsory purchase process, although it might be necessary to instruct Counsel should a local public Inquiry be held to consider objections if a CPO is made and published.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 In addition to the human rights legislation and requirements, project officers in formulating and promoting a CPO for the highway scheme have so far and at this stage, also had regard to the Council's statutory duties and obligations under the Equality Act 2010 and in particular, to the Council's obligations under Sections 149 and 150 of the said Act, by taking into account the differential impact the proposed CPO might have on various groups of persons with protected characteristics. As a result, project officers are satisfied that no negative impact upon any protected social groups has been identified. A detailed Equality Impact Assessment has been attached as Appendix C.

7.1.2 Moreover, the scheme aims to maximise public access by being, fully DDA compliant with plans to consult and engage all relevant stakeholder groups throughout the highway improvement design process.

7.2 SUSTAINABILITY IMPLICATIONS

Not applicable

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable

7.4 COMMUNITY SAFETY IMPLICATIONS

Not applicable

7.5 HUMAN RIGHTS ACT

7.5.1 **The rights of the individual** – An important part of the compulsory purchase process is the need to ensure that the rights of the individual are recognised and taken into account by complying with the following human and equality rights -

7.5.2 Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that is incompatible with the "European Convention on Human Rights". Various Convention rights are likely to be relevant to the Compulsory Purchase Order, including –

7.5.3 **Entitlement to a fair and public hearing** in the determination of a person's civil and political rights (Convention Article 6) - this includes property rights and can include opportunities to be heard in the consultation process.

7.5.4 **Rights to respect for private and family life and home** (Convention Article 8) - Such rights may be restricted if the infringement is legitimate and fair and proportionate in the public interest.

- 7.5.5 **Peaceful enjoyment of possessions** (First Protocol Article 1) - This right includes the right to peaceful enjoyment of property and is subject to the Council's right to enforce such laws as it deems necessary to control the use of property in accordance with the general interest.
- 7.5.6 **Right to life** - in respect of which the likely health impacts of the proposals will need to be taken into account in evaluating the scheme (Conversion Article 2).
- 7.5.7 The European Court has recognised that "*regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole*". Both public and private interests are to be taken into account in the exercise of the Council's compulsory purchase powers and duties as a local planning authority. Any interference with a Convention right must be necessary and proportionate. If compulsory purchase powers are required, project officers are of the view that in pursuing a CPO, careful consideration has been given to the balance to be struck between individual rights and the wider public interest. Any interference with Convention rights is considered to be justified in order to secure the economic, social, physical and environmental regeneration that the redevelopment scheme will bring. Appropriate compensation will be available to those entitled to claim it under the relevant provisions of the compulsory purchase national compensation code.
- 7.5.8 Project officers therefore believe that the highway improvement scheme is in the public interest and that this outweighs any harm that may be caused by the use of compulsory purchase powers to acquire and interfere with third party land and rights needed for the scheme. That any interference with any human rights protected by the Human Rights Act 1998 and the "European Convention on Human Rights" is considered to be justifiable in order to secure the public benefits that the scheme will bring to the community and wider area."

7.6 TRADE UNION

- 7.6.1 There are no Trade Union implications arising from this report

7.7 WARD IMPLICATIONS

- 7.7.1 The scheme impacts on 5 wards as shown below:

- Bolton & Undercliffe Ward
- Mannigham Ward
- Windhill & Wrose Ward
- Heaton Ward
- Shipley Ward

- 7.7.2 Phase 1 consultation was carried out between December 2018 and February 2019. Results of the consultation "Phase 1 Outcome Report" can be found on the projects website www.yourvoice.westyorks-ca.gov.uk/bradfordshipley

- 7.7.2 Phase 2 consultation is expected to be carried out late May / early June 2020 for approximately 4 weeks that will consist of a number of drop-in sessions, leaflets and letters.

7.7.3 Councillors will be informed of the schemes proposals in advance of the public consultation.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

7.8.1 Improvements to air quality, road safety, modal shift from car to walking, cycling and using public transport will improve the environment for children and young people and will have a positive effect on outcomes for health and wellbeing.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.9.1 A data protection Impact Assessment is being carried out.

8. **NOT FOR PUBLICATION DOCUMENTS**

Appendices A and B are Not for Publication and are exempt from disclosure in accordance with paragraph 3 of schedule 12a (financial or business affairs) of the Local Government Act 1972. It is considered that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

9. **OPTIONS**

9.1 If the Council continues to rely on current negotiations and only seeks to authorise a CPO if negotiations break down, valuable time would be lost. By making a CPO for the scheme at this stage, it demonstrates that that the Council is serious in its intentions to promote the scheme with the support of CPO powers and which in turn, might encourage those whose land is affected to enter into more meaningful negotiations.

9.2 In essence – the Council can either make a CPO in accordance with the recommendations below whilst continuing to explore whether the scheme land can be acquired by voluntary means and if not, to use compulsory purchase powers as a last resort, or;

9.3 Not authorise a CPO to be made to acquire the scheme land and instead to continue to rely on voluntary negotiations, notwithstanding that there is at present, little indication of all the land needed being able to be acquired by voluntary negotiations. As a result, the Executive is strongly invited to authorise a CPO and Side Roads Order to be made for the scheme in accordance with the recommendations below.

10. **RECOMMENDATIONS**

10.1 That the Executive approve the following recommendations:

10.2 That the Executive is satisfied that at this stage there is little or no prospect of the land and rights being acquired through voluntary means, that the proposed Bradford to Shipley Route Improvement Scheme is in the public interest and that any harm caused by the use of compulsory purchase powers to acquire and

interfere with third party land and rights needed for the scheme is outweighed by the public benefits which the improvement scheme will generate, having also taken into account at this stage, the Council's statutory obligations under the Equality Act 2010 in relation to the differential impact a Compulsory Purchase Order might have on various groups of persons with protected different characteristics;

10.3 That in principle, the following Orders be made -

- a) The City of Bradford Metropolitan District Council (Bradford to Shipley Route Corridor) (Improvement Scheme) Compulsory Purchase Order 2020, pursuant to Sections 239, 240, 246, 250 and 260 of the Highways Act 1980; and Section 40 of the Road Traffic Regulation Act 1984 and Section 2 of the Acquisition of Land Act 1981 for the purpose of relieving or preventing congestion of traffic by providing off-street parking places together with means of entrance to and egress from them and Section 1 of the Localism Act 2011 and all other relevant and enabling powers to secure the compulsory acquisition of the land and rights needed to promote the scheme within the land shown edged red on the plan annexed hereto and displayed at the Executive and marked (Not for publication Appendix A) and as the case may be, the additional land shown edged red on the plan annexed hereto and displayed at the Executive and marked (Not for publication Appendix B).
- b) The City of Bradford Metropolitan District Council (Bradford to Shipley Route Corridor) (Improvement Scheme) (Side Roads) Order 2020, pursuant to Sections 14 and 125 of the Highways Act 1980.

10.4 That the Strategic Director: Place in consultation with the Portfolio Holder for Regeneration, Planning and Transport be granted delegated authority to:

- a) Determine whether and the extent to which a CPO and Side Roads Order need to be made and submitted to the Secretary of State for Transport for confirmation, subject to being satisfied that there is sufficient justification to support the making of a CPO and Side Roads Order and that there is evidence that due diligence and governance has been correctly followed and observed in complying with all relevant statutory procedures, including but not limited to the Council's statutory duties and obligations under human rights and public sector equality legislation;
- b) vary and determine the exact statutory powers to make the CPO and Side Roads Order and if necessary, to make minor or technical amendments to each of the Orders to determine and settle the extent of the land needed to be included in the CPO and the extent of any associated highway alterations in the Side Roads Order, including varying and finalising the exact CPO boundary and highway alterations to be placed in the Side Roads Order;
- c) modify and settle the draft "Statement of Reasons" to justify the use of compulsory purchase powers, the CPO Map and CPO Schedule and all other legal documentation necessary to support and accompany the CPO and Side Roads Order to the Secretary of State for Transport for confirmation;

- d) authorise if necessary, an application to be made to the Secretary of State for Housing, Communities and Local Government pursuant to Section 19: Acquisition of Land Act 1981 to obtain approval to include in the CPO any additional land needed to be acquired to replace land currently used for open space recreation, allotment land and any disused burial sites and any other special kinds of land where such statutory approval is needed to replace such land being lost as a result of the scheme;
- e) approve agreements with landowners setting out the terms for withdrawal of any objections to the CPO, including where appropriate, seeking exclusion of land from the CPO and highway alterations from the Side Roads Order;
- f) confirm the CPO if satisfied that it is appropriate to do so, in the event that the Secretary of State for Transport notifies the Council that the Council has been given the power to confirm the CPO;
- g) promote any modifications to the CPO and Side Roads Order, if felt expedient to do so;
- h) take all and any necessary action, as the case may be to continue or open negotiations with persons for the acquisition of land and rights needed to facilitate the scheme and any other interests included in the CPO and any other land and rights needed for the scheme and to authorise acquisitions by agreement where the use of compulsory purchase powers is in contemplation and to approve the purchase price, advance payments and all other compensation payments;
- i) take all necessary steps in relation to any statutory blight proceedings instituted against the Council for the acquisition of land claimed to be blighted by the threat or presence of the CPO;
- j) take all necessary action, should the quantum of compensation flowing from the threat or use of compulsory purchase powers be in dispute and be referred to the Upper Tribunal (Lands Chamber) or other form of arbitration;
- k) to take and do all things necessary or incidental to the implementation of the above resolutions; and
- l) that all land acquired for the scheme be held for highway purposes.

11. APPENDICES

Not for publication Appendix A – Indicative CPO plan

Not for publication Appendix B – Indicative Exchange Land plan

Appendix C – Equality Impact Assessment

12. BACKGROUND DOCUMENTS

- Report to Executive 9th October 2012
- Report to The Council 16th October 2012
- Report to Executive 7th January 2020

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APPENDIX C

Equality Impact Assessment Form

Reference: 103231

Department	Place	Version no	V1.1
Assessed by	James Williams	Date created	10/03/2020
Approved by	Richard Gelder	Date approved	
Updated by		Date updated	
Final approval		Date signed off	

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Delivery of the West Yorkshire Plus Transport Fund: Bradford to Shipley Route Improvement Scheme including the acquisition of private land

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

This Equalities Impact assessment relates to the development, acquisition of private land and delivery of the carriageway widening to the A6037 Canal Road corridor and sustainable transport measures on the A650 Manningham Lane corridor. Further details can be seen on the projects website: www.yourvoice.westyorks-ca.gov.uk/bradfordshipley

If implemented the scheme would seek to improve highway network capacity, reduce congestion and associated air pollution; reduce community severance; improve road safety; encourage walking and cycling; environmental improvements; economic benefits including supporting employment, business and housing.

Section 2: What the impact of the proposal is likely to be

- 2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.**

Yes, the provision of controlled pedestrian crossings (red/green man facilities) which are integral to the scheme proposals will advance equality of opportunity for the elderly, those persons sharing disabled characteristics as well as those within the pregnancy and maternity groups. Provision of dropped crossings with tactile paving will complement this equality of opportunity.

- 2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.**

Yes, the proposals would assist users of all types.

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

No

- 2.4 Please indicate the level of negative impact on each of the protected characteristics?**

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

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

2.5 How could the disproportionate negative impacts be mitigated or eliminated?
(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Not applicable

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

None

Section 4: What evidence you have used?

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

Please see Phase 1 Consultation Analysis Report on the projects website:
www.yourvoice.westyorks-ca.gov.uk/bradfordshiple

4.2 Do you need further evidence?

No

Section 5: Consultation Feedback

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

Not applicable

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

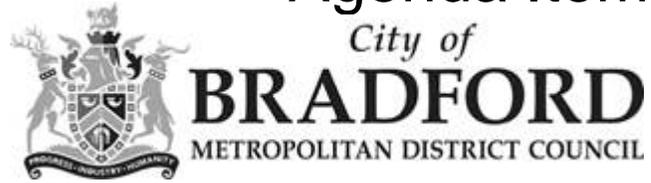
Not applicable

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

Feedback has been positive. Please see Phase 1 Consultation Analysis Report on the projects website: www.yourvoice.westyorks-ca.gov.uk/bradfordshiple

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

Where feedback has been relevant, minor changes to the proposals have been made where feasible. Further consultations are planned for May – June 2020



Report of the Strategic Director of Place to the meeting of the Executive to be held on 24 March 2020

Subject:

BL

The future of Bradford District library service

Summary statement:

This report seeks approval to adopt a new strategic direction for the library service including a new “vision” and “library service model” following a period of formal public consultation on the proposals as detailed in this report.

This report has not been included on the published forward plan as an issue for consideration however the Council made a proposal to invest £700k of Public Health Funding in to the Library Service, which was resolved on 20th February 2020 and therefore this will have a significant change to the library service, which will require a new model of working from 1st April 2020. Therefore, this item is a matter of urgency subject to the approval of the investment a new library model will need to be agreed for the future. As it is impractical to defer the decision until it has been included in the published Forward Plan the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council’s Constitution.

Phil Barker
Assistant Director Sport and Culture

Portfolio:

Healthy People & Places

Report Contact: Phil Barker
Phone: (01274) 432616
E-mail: phil.barker@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration & Environment

1. SUMMARY

- 1.1 A new strategic approach for the future delivery of Bradford District library services from 2020 to 2025 has been developed. It includes a new “vision” for the service, a set of design “principles” and a new “library service” model which will provide a framework for managing future change programmes during the five year strategy period. In line with statutory obligations, the proposals to adopt the approach and model are currently subject to district wide public consultation. This report seeks approval of the proposed model for the future.

2. BACKGROUND

- 2.1 Bradford Council is very proud of the library service across the Bradford District, however like many other local authorities across the country has needed to consider changes to how library services are delivered as a result of significant financial challenges. When the library service began a review over 12 months ago, it was faced with an agreed saving target of £1.05m to achieve in 2020-21 against a backdrop of a national and local picture showing a declining use of libraries.
- 2.2 To meet this challenge, the service has had to think about libraries in a different way and not just from a position of achieving savings which would inevitably result in a further declining position. The strategic ambition for the Library service is to approach service redesign in a way that builds on the great work we already do with a focus on unlocking the huge potential that libraries have to improve individuals’ ‘lives’ while at the same time, delivering local and national priorities.
- 2.3 In recognition of the central role that libraries have within communities and to ensure that future decisions are evidenced based on local need, over the last 12 months the service have undertaken a detailed library needs assessment and district wide engagement exercise. The service received thousands of responses, and summary findings indicated that there is currently a comprehensive district-wide library offer that delivers a valuable service within communities. However the current model on its own is not financial sustainable and there is a growing appreciation of the opportunities that libraries present for positively impacting on wider district priorities. The feedback on what residents expect to see in libraries also highlighted that and residents expect to see libraries evolving and being more connected to communities through a wider range of services.
- 2.4 The information gathered, highlighted that libraries are much more than traditional book lending facilities, as important as that is, there are a wider range of activities that are carried out. This led us to consider what more they could offer to help support outcomes for Health and Wellbeing generally and was central to decisions taken on what the future library service might look like. This resulted in a proposal to partly meet the library service savings by a base budget investment of £700k from the Health & Wellbeing budget. In particular this additional investment will be used to build on the work that libraries already do in this area, e.g. activities that support improvements in social isolation like “knit and natter” and “reading groups”. Library services will be developed with a focus on enhancing the public Health offer with a particular focus on improvements against four public health outcomes,

tackling poverty, addressing social isolation, assisting people back into employment and helping with school readiness. Example additional activities currently being discussed include libraries being used as “hydration stations” and offering greater employment support e.g. CV writing workshops. The additional investment proposal was subject to formal public consultation as part of the Council’s budget approval process and has now been agreed. The service also anticipates that further potential funding opportunities are available that would help sustain the service longer term.

2.5 The ability to work within a different financial envelope gives us the opportunity to support a commitment to retain an existing network of 29 libraries in broadly existing localities subject to local needs, supported by a district wide home library service. It also provides the opportunity to consult further with the people of Bradford District about how this investment will be used at both a district and local level which will result in us achieving the best possible outcomes for residents. In recognition of the commitment to retain all existing library services, agreements have been reached with community and hybrid managed libraries to extend current contracts for a period of 12 months to 1 April 2020.

2.6 Strategic approach for future management of library services

2.6.1 To support future strategic ambitions, and using all of the information captured through the review the service have developed a revised approach which includes a refreshed “vision” underpinned by a set of design “principles” and a new “library service model” which together provides an overall strategic framework that allows the service to evolve for the future.

2.6.2 The vision for Bradford District library services for 2020 to 2025 has been developed using local information and is aligned to the national vision for public libraries set by the Department for Culture Media and Sports (DCMS). It is underpinned by an ambition to retain the current library network with a focus on “re-inventing” and more aligned to achieving outcomes at both a district and local level and is to:-

“develop a 21st century library service that continues to provide a core library service, that is flexible and enables us to enhance the quality of life of people and communities, is inclusive and vibrant, , supports wider district priorities, enables all users to learn, engage and remain connected to their communities, and is outcomes focused at a local level”.

2.6.3 Using the national libraries “universal offers” (*further detail in appendix 1*) as a guide a set of design principles have been developed that set out what libraries should be:-

- Be **inclusive**; offering a free safe space and a place to meet for all.
- Be at the **heart of the community** reflecting local need supporting improved outcomes.
- Retains a **core library function** in line with statutory requirements
- **Connects with other services** allowing access to information, advice and signposting to ensure we make every contact count.
- **Creative** and mindful of wider cultural ambitions
- Adopt a **Partnership approach** to working, which brings together a range of

partner organisations, local groups and education institutions – working better together for greater outcomes.

2.6.4 The proposed new library service model is made up of 6 key components as set out in the diagram below. Each level is described in more detail in **appendix 1** and therefore only a summary of the overall approach is set out in this report below.



2.6.4.1 The model essentially provides a framework for how the service should operate and manage future library changes. It sets out the ambition to retain all 29 libraries in current locations and proposes delivery via a mixed approach to staffing and service delivery accountability e.g. community and Council managed arrangements.

2.6.4.2 The model also includes moving to a service based approach rather than the traditional building base with an acknowledgement that some buildings are iconic and have greater significance within a community. It sets out an ambition to maximise the wider funding opportunities that are available to ensure longer term financial sustainability.

2.6.4.3 Within the model there is a core offer that residents can expect to see as a minimum at Council managed libraries, with an ambition that community managed libraries (who don't already provide the core) will sign up to a commitment to delivering a consistent set of core services in the future which will see the whole library network operating as an "ecosystem" of interconnected libraries rather than being seen as 29 individual libraries.

2.6.4.5 In addition to the core offer there will be a tailored element at each library where additional services will be provided based on the size of the library and local need. The tailored offer will build on existing activities that support health and wellbeing outcomes and may include additional services e.g. housing benefit and debt advice and or co-location of other partners including voluntary sector organisations. The range of services offered will however be subject to wider discussions and agreement.

- 2.6.4.6 The proposed model is a menu and does not set out what each library will look like in the future.
- 2.6.4.7 When this consultation is completed and subject to final approval of this Committee, it will then be used to support the design at an individual library level. This will involve carrying on the conversation with residents, staff and wider stakeholders and implementing the tailored offer of changes during the financial year 2020-21.
- 2.7 The new approach to building a future library service, is currently subject to formal public consultation. The approach for consultation takes account of the guidance issued by the Department for Culture Media and Sport for public consultation.
- 2.7.1 The background for this consultation is provided within an information pack developed with key staff from across the library service and wider stakeholders and is included for reference at **appendix 1**. The document provides information to show how the outcomes from previous consultation and engagement exercises have been used and sign post residents to other more detailed information which may help inform the response to this consultation.
- 2.7.2 The public consultation was launched on 10 February 2020 and will close on 15 March 2020 and therefore at the time of writing this report, it is too early to provide an update on the outcomes of public consultation. However Council offers will be available to provide an update at the Executive meeting to be held on 24 March 2020 and an additional appendix to this report will be made available to the public following the meeting.
- 2.7.3 To ensure that all key stakeholders across the district were informed of the consultation, information was provided to MP's and Elected Members, made available on the Councils internal and external website and wider social media channels. In addition, there are a number of public consultation drop in sessions planned across the District including with Parish and Town Councils.
- 2.8 Summary and next steps
- 2.8.1 The consultation exercise for the proposed library model will be concluded on 15th March 2020 and an update on the outcomes of consultation will be provided to the Executive at the meeting on 24 March 2020. If agreed by the executive, the next steps are to develop the options for individual libraries based on the model and taking into account different locality needs. This work will be completed during 2020. Where there are changes to library provision at a local level and where it is deemed appropriate, further public and staff consultation will be undertaken.
- 2.8.2. The scope of the change programme from April 2020 onwards is currently subject to further discussions and planning.
- 2.8.3 At the time of writing this report, consultation is ongoing and therefore the findings from this cannot be presented as part of this report. However officers will be available at the meeting to provide an update on the outcome of consultation which closes on 15 March 2020.

3. OTHER CONSIDERATIONS

- 3.1 The Secretary of State for Culture, Media and Sport (DCMS) has a statutory duty to superintend and promote the improvement of the public library service, and to secure the proper discharge by local authorities of their functions in relation to libraries. The Secretary of State has the power to make a remedial order against a library authority following a local inquiry.
- 3.2 Before deciding whether to order an inquiry, the Secretary of State will carefully consider the local authority's compliance under the Public Libraries and Museums Act 1964. All stages of the assessment and progression of proposals have been discussed with DCMS to mitigate any potential risks of such action by the Secretary of State in the future.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 The 2020/21 budget proposal approved additional funding of £700k to be allocated to the Library Service from the Public Health budget. This budget allocation is contingent upon the library model changing and the achievement of key public health outcomes of :-
- Tackling poverty
 - Social isolation
 - Back into employment
 - School readiness
- 4.2 Available funding therefore supports the need for a different model for library provision.
- 4.3 The library service anticipate that further additional funds could be available to meet the ambition for the future of libraries within the district.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 In recognition of the challenging transformation programme and potential for wider investment, a strategic libraries board has been established and is attended by all relevant strategic directors, representatives from the library service and corporate transformation team. The board will meet monthly and will provide strategic oversight during the development of proposals and wider consultation activities.
- 5.2 A dedicated steering group including resources from Finance, HR, Facilities Management and Legal services has been established to provide cross departmental oversight to the development of proposals, consultation and subsequent implementation activities and will report directly to the Place Budget Delivery Board.
- 5.3 The findings and recommendations arising from the library needs assessment and engagement work are captured within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the

district.

6. LEGAL APPRAISAL

6.1 Local Authorities have a statutory requirement to provide a comprehensive and efficient library service pursuant to the Public Libraries and Museums Act 1964.

6.2 Consultation is to be undertaken on the options for the library service. The consultation is to be carried out in accordance with the following well established principles:-.

- Consultation must be undertaken at a time when proposals are still at a formative stage.
- The proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response
- Adequate time must be given for consideration and response
- The product of consultation must be conscientiously taken into account in finalising any proposals.

6.3 Any consultation must be adequate and fair, taking into account what fairness requires in the particular circumstances. The nature of the change proposed by this phase of consultation has been considered by Legal Services when assessing the duty on the Council for this consultation. As proposals affecting individual libraries are developed, further consultation may be required, depending on what those proposals are. Where there are proposals for change that affect staff, appropriate staff and trade union consultation should be undertaken.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

7.1.1 The Council must have due regard to its public sector equality duty under the Equality Act 2010 in formulating proposals for the future of the library service and have produced an equality impact assessment to support this phase of consultation which is attached for reference at **appendix 2**.

7.2 SUSTAINABILITY IMPLICATIONS

No sustainability implications from this report

7.3 TRADE UNION

7.3.1 Early staff engagement and consultation has already commenced and key staff, have been included in service re-design sessions, together with invitations to the trade unions to participate.

7.3.2 Consultation with the trade unions will be an on-going process through both informal and formal consultation processes. Where any changes affecting staff are proposed through individual library re-design during 2020-21 these will be subject to further detailed staff and trade union consultation processes.

7.4 WARD IMPLICATIONS

- 7.4.1 No immediate implications noted, however the next phase of development may impact on some wards and any implications will be included in future reports.

8. NOT FOR PUBLICATION DOCUMENTS

none

9. OPTIONS

1. Continue with the current delivery of the library service
The library service risks losing the agreed investment from Public Health funding and the potential investment for the delivery of additional services and other services will need to invest to support the delivery of Public Health outcomes. This may ultimately result in further declining user numbers within libraries, leading to further reduction in library services across the District.
2. Support the revised strategic approach
Supporting this will enable the service to evolve in line with the vision that libraries will become community hubs, whilst continuing to offer a valuable core library service across the district. It will also support delivery of the extended offer and ensure that the future library service continues to be recognised for the contribution to improving the health and wellbeing of residents across the District. Adopting the model and the approach for change enables the service to focus on delivering activities that are aligned to community needs with the community having a voice and being able to actively influence local decisions. If Executive decide to support the revised strategic approach, further consultation may be required as proposals affecting individual libraries are developed.

10. RECOMMENDATIONS

- 10.1 That the Council adopts the vision and library model for 2020-25 and delegates to the Strategic Director of Place to implement the delivery and development of the model for the future.
- 10.2 That delegated authority be given to the Strategic Director Place to arrange for further consultation to be undertaken as required as proposals affecting individual libraries are developed.

11. APPENDICES

Appendix 1 – Public Consultation Information Pack.
Appendix 2 – Equality Impact Assessment

12. BACKGROUND DOCUMENTS

None

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The Future of Bradford District Libraries

Consultation - A new library service model

Monday 10 February - Sunday 15 March 2020

Information Pack



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Executive Summary

We are very proud of our library service across the Bradford District, however Bradford Council like many other local authorities across the country are having to consider changes to how library services are delivered as a result of significant financial challenges.

We want to develop the service in a way that builds on the great work we already do with a focus on unlocking the huge potential that libraries have to improve on individuals 'lives' while at the same time, delivering local and national priorities.

When we began our review over 12 months ago, not only were we faced with agreed saving target of £1.05m to achieve in 2020-21, we recognised the local and national picture showing a declining use of libraries..

To meet this challenge we have had to think about libraries in a different way and not just from a position of achieving savings. It is clear that continuing to do things the way we do, at the moment, would inevitably result in a further declining position.

In recognition of the importance libraries have in our communities and the value our residents get from using libraries, we wanted our review to focus on achieving outcomes that are District wide and based on local needs, As part of this review, over the last 12 months we have undertaken a detailed **needs analysis** and district wide **engagement**, and this has played a central role in informing the proposals in this consultation..

The Council received thousands of responses from our research which demonstrates how much people in Bradford care about libraries and the evidence shows that the Council currently provides a comprehensive district-wide offer that delivers a valuable service for the district's localities. However, the current model on its own is not financially sustainable in the long term and the feedback indicates that residents expect to see libraries evolving and being more connected to communities.

Bradford District libraries already provide more than a traditional book lending service, important as that role is. Our libraries now offer a range of services covering literacy, early years support, health and wellbeing, digital access, and a range of creative and cultural opportunities.

In recognition of this wider impact, in particular in improving health outcomes, tackling poverty, addressing social isolation, assisting people back into employment and helping with school readiness, we have been exploring wider funding opportunities that would support our ambition to deliver a sustainable library service which meets local needs.

We have re-assessed our budget considerations and savings of £1.05m required for 2020-21 are now being partly met by a base budget of £700k from Public Health, subject to approval by full Council on 20 February 2020. The funding will be on-going and used to support a change in how we deliver libraries. This additional investment and the potential to secure further funding mean's that we will be approaching our re-shaping programme differently.

It means that we can develop plans for the future without needing to achieve immediate savings which will allow us to retain our existing network of 29 libraries in current localities, although this might mean that we have to consider using different buildings which are more suitable for our aspirations and enhancement of services. It provides the opportunity to consult further with the people of Bradford District about how this investment will be used at both a district and local level which will result in us achieving the best possible outcomes for residents.

Our network of 29 libraries also included 17 libraries that are delivered by our communities who rely on funding from the Council and we are now able to continue to support funding our Community Managed Libraries for the next 12 months whilst we are re-negotiating on future delivery arrangements.

To support our strategic ambitions, and using all of the information captured through our review, including listening to our residents, staff and wider stakeholders, we have developed a new vision for the service which is underpinned by some principles for what our future library service should be.

Using this vision and principles we have also developed a new “library service model” which builds on the positive work that we already do, and gives the framework which will allow us to evolve beyond 2021. It will also provide clarity on what our library users can expect to receive across our library network as a “core” offer, whilst maximising the potential for further funding through our “tailored” offer focused on local needs at each individual library.

We now want to know what you think about our “vision” and “library services model” which is the purpose of this consultation exercise.

At this stage, we will not be consulting on what each library will look like as we need to make sure that we have set the right strategic direction. After this consultation on the proposed library model and when we know we have the right model, we will use it to support the design of libraries at an individual local level. This will include discussions with partners and residents in the locality and any changes arising will be subject to further public consultation at a locality level.

This current consultation on this proposed model will run until Friday 13th March 2020 and there are many ways that you can get involved including coming to one of our public [consultation sessions](#) and by completing our [survey](#).

Your view matters and we want you to continue to help us reshape the Bradford District Library Service to achieve the best possible outcomes for residents.

Introduction

Background

The library service across the Bradford District has a strong history of being able to respond to the challenges it has faced over the last decade, through embracing change and recognising the valuable impact that libraries have within communities.

What the service looked like in 2014 and what it looks like now is fundamentally different. In 2014 the library service was delivered through a network of 29 libraries with the majority (24) being delivered under council managed arrangements and staffed by a paid workforce and the remainder (5) being delivered under community managed arrangements and staffed by volunteers and a district wide home library service delivered by paid staff.

In 2020 and despite delivering savings in excess of £1.4m over the previous 6 years, through innovation, further alignment/reduction of revenue budgets, and a greater focus on community partnerships, we have managed to retain our network of 29 libraries across the district with 3 core categories of library as follows:

- 1. 10 x Council managed Libraries** - with paid Council employees. Cumulatively this category of library delivers services over 590 hours per week. These are typically large and busy libraries in key locations, and provide the base for the professional expertise to support and advise the remaining libraries across the district. These are best described as “hub” or “central” libraries where there is a statutory obligation to provide a library service based on local needs.
- 2. 2 x Hybrid Libraries** - with a combination of council paid staff and community volunteers. Cumulatively this category of library delivers services over 70 hours per week. These are typically medium size and busy libraries located in villages or smaller communities and have some professional expertise based on the range of activities they deliver. These are typically libraries where there is a statutory requirement to provide a library service but where the Council has agreed shared responsibilities with communities. These can best be described as “branch” libraries.
- 3. 17 x Community Managed Libraries (CML’s)** - which are staffed wholly by over 360 community volunteers under an “community accountable body” arrangement. Cumulatively they deliver services over 300 hours per week. These libraries are typically smaller libraries situated in areas where there is a desire to retain the library in a particular locality. These libraries receive regular on-going and professional support and some funding from the Council. These are also best described as “branch” libraries.

You can obtain a hard copy of the full list of all our library profiles which include details of how they perform, what activities they carry out and what they cost to deliver at your local library or you can access them online at www.bradford.gov.uk/libraries.

Libraries form part of the district’s Cultural strategy and contribute to four of the five Council priorities: Better skills, more good jobs and a growing economy; a great start and

good schools for all our children, Better health, and better lives, Safe, clean and active communities.

A mostly free offer, the library service contribution to the Council priorities is evidenced via the following:-

- Better skills, more good jobs and a growing economy
Libraries contribute and support access to literature and information for all ages which improves literacy which contributes to understanding, communication and therefore makes for more able employees and a greater contribution to the community as a whole. Job clubs, English courses, maths courses, ESOL and adult literacy support, online resources for setting up your own business, access and signposting to government online information etc.
- A great start and good schools for all our children
Libraries support the work that schools do by providing literature and reading material and activities for children of all ages. Libraries support parents' literacy and numeracy by providing access to courses, events and workshops that help them embed reading into family life and improve their own literacy. E.g. Book start, summer reading challenge, school visits, teen reading groups, work with child refugees etc.
- Better health, better lives
Creating "reading well" self-help reading lists and book collections in libraries covering key areas of health and wellbeing such as mental health, dementia and long term conditions. Signposting to information and local services who can provide advice and support, together with the provision of creative and social reading activities for a range of targeted groups such as dementia sufferers, teenagers and older people.
- Safe, clean and active communities
Libraries support other Council departments in providing information and literature. Libraries host events and activities working with other outside organisations – the police, Bradford College, the NHS. Libraries are seen as a free safe space in which to provide these activities and information.

We are incredibly proud of the services that our libraries already deliver and believe we have solid foundations to build upon which will help us enhance this offer further to achieve better outcomes for our residents. We do however recognise that there is inconsistency in how we meet this offer across all our library service. For example, some of our smaller community libraries are not able to deliver the wider range of activities that our Council managed libraries do due to constraints such as having available space, or the right number of willing volunteers.

The national picture and what the law says about public libraries

Over the last decade, many public libraries have either been closed or radically changed across the country due to the severity of financial cuts and a declining use of libraries. As part of this change process, many authorities have faced legal challenge by the

Department for Digital, Culture, Media, & Sport (DCMS). Therefore, it is very important for the Council to consider these statutory responsibilities when planning any changes to the Bradford District library service.

Library authorities have a statutory duty under the Public Libraries and Museums act 1964 to provide a comprehensive and efficient library service for all persons who live, work or study in the area. Although the guidance is not as clear in terms of the definition of what a “comprehensive and efficient library service” is. What is clear is that in providing this service, councils must, amongst other things, encourage both adults and children to make full use of the library service and; lend books and other printed materials free of charge for those who live, work or study in the area.

In drawing up and delivering library strategies and plans, library authorities should also consider a number of other legal obligations including:-

- The Equality Act 2010
- Best Value Duty 2011
- Localism Act 2011
- The Human Rights Act 1998

In responding to the potential legal challenge, DCMS have provided useful guidance in terms of a framework that library authorities need to consider when making changes. In simple terms this means we must determine our service need through a rational assessment linked to local needs and undertake meaningful public consultation where changes are proposed.

The proposals for this consultation are supported by an **Equality Impact Assessment**, you can find out more by clicking the link above or visiting us @ www.bradford.gov.uk/libraries

In addition to the statutory responsibility, the library service works to “The Universal Offers”. The offers were launched in 2013 by an organisation called “Libraries Connected” with an aim to demonstrate the power of public libraries to enrich the lives of individuals and their communities. The “offers” are nationally recognised and cover key areas of service which our customers and stakeholders see as essential to a 21st century library service. They are a promise to our customers and a commitment to quality provision across four core areas of our service set out on the next page.

Universal offers:

The Bradford District library service fully embraces the national universal offers and aims to deliver library services that do the following:-



Reading Offer: Free books and reading resources, accessible community space reading groups, author events, targeted audiences such as blind/visually impaired, families and special activities aimed at pre-school children.



Health Offer: Using libraries to support health professionals and promote health and well being activities. E.g. GP's prescribing books on prescription for patients or specific self-help books



Digital & Information Offer: This underpins all the offers, recognising the importance of digital services, skills and access including careers advice and job seeking.



Culture & Creativity: working with cultural providers to spark curiosity, imagination and fun.

All the universal offers are also underpinned by the “**six steps promise**” which has a goal: That the almost two million blind and partially sighted people in the UK can visit a fully accessible library service, that has a local collection of accessible reading materials and information in physical or digital forms

And also a “**children's promise**” which has a goal: that every child and young person in libraries is inspired to read for pleasure, has access to a range of materials, can engage in a variety of digital activities and can take part in activities that improve their well being.

The current picture for the library service

In 2019 we faced some big challenges including a saving target of £1.05m to achieve in 2020-21. This was against a backdrop of national and local evidence showing an overall declining use of libraries. The advice provided nationally, is that that libraries needed to evolve if they are to survive in the 21st century.

To help us with our thinking, being mindful of the legal position, and in recognition of the importance our libraries have in our communities, we have over the last 12 months been undertaking a comprehensive review of the library service which included some wider district level outreach activities.

Our outreach activities have included undertaking a “**library needs assessment**” and a district wide “**public engagement**” exercise which has been central to informing the proposal in this consultation. You can find out more about the outcomes of those activities through clicking the links above or by visiting us at www.bradford.gov.uk/libraries. If you require a hard copy of any of the information we have used you can request this at your local library.

The key outcomes from this review gave us more information about how our library services are performing, how they are used and how the people of Bradford District want them to be used in the future.

How are our libraries across the district currently used?

Using the information captured in the library needs assessment we were able to identify some key facts about the use of our libraries:-



1.5m library visits in 2018/19 – an average decrease of 6% each year since 2014/15



How do the people of Bradford District want them to be used in the future?

Recent public engagement gathered views from **over 3000 local people** about libraries and there were some mixed views on the extent of how we use technology, location of libraries, use of volunteers and appetite for more community involvement, however we were able to identify some common views and these are represented by some key findings as follows:-

44% of respondents valued **open access to all**. The top 3 priorities were that libraries should provide support for younger and older people, areas of high deprivation and for people with disabilities

43% agreed that communities should support libraries. **200 respondents** said they would **consider volunteering** which would greatly boost capacity

66% did not agree that it is reasonable to use proximity to other libraries when developing proposals

55% were happy for opening hours to be tailored to the services required at a local level

83% felt that technology should be used in service provision

47% of non library users and **36%** of users said that libraries should share buildings with other services

58% of non users said that increased promotion of what is available at the library might encourage them to visit a library

We have used all of the information captured through our review to develop a new vision for the library service.

The Vision

The vision for Bradford District library services for 2020 to 2025 is to:-

“develop a 21st century library service that continues to provide a core library service, that is flexible and enables us to enhance the quality of life of people and communities, is inclusive and vibrant, , supports wider district priorities, enables all users to learn, engage and remain connected to their communities, and is outcomes focused at a local level.

In developing this vision, as well as using local information, we have researched models of best practice and looked to align this to the national vision for public libraries set by the Department of Digital, Culture, Media and Sport’s **Libraries Deliver:- Ambition for libraries in England 2016-2021**.

The vision is underpinned by an ambition to retain our current library network with a focus on “re-inventing” and more focused on community needs. It also recognises the wider impact that libraries have on achieving outcomes at District level with a focus on achieving Public Health outcomes and achieving the best possible outcomes for our residents.

If agreed following this consultation, this will set the strategic direction for our future library service from 2020-2025. Mindful of our wider Council ambitions, including our City of Culture Bid 2025, we will continually review our vision over the next 5 years.

To help us achieve this vision and address the challenges set out earlier in this document we have developed a set of core principles for what we think the future Bradford District library service should be.

Key design principles for delivering the Bradford District Library Service

Using the national libraries “universal offers” as a guide and information from our outreach activities we have developed a set of principles for what our library service should be for Bradford People and these are set out below.



Inclusive

- Welcoming
- Open to all
- Free to all
- A safe space
- A place to meet



Heart of the community

- Reflects the need and interest of the community
- Reflects culture
- Supports improved outcomes at a local level



Core library functions

- Reading
- Health & Wellbeing
- Digital literacy
- Enrichment
- Learning



Creative

- A venue for artistic delivery
- Supporting greater cultural diversity across Bradford District
- Supporting the City of Culture Bid 2025



Connects with other services

- Access to information and advice, signposting, fact checking
- Making every contact count



Partnership approach

- Brings together a range of partner organisations – VCS, local groups, and education institutions
- Working better together for greater outcomes

If agreed following consultation, we will use these principles to deliver a new library services model.

New Library Service Model

The proposed new library service model is made up of 6 key components, and each is described in more detail under headings with the same corresponding colour as the overall library model diagram shown below



1 – Library Service as a whole

The library service as a whole will be underpinned by a number of ambitions for the service which includes libraries acting as community hubs offering a wider range of services than just the statutory requirements and contributing to wider district priorities.

We are committed to maintaining 29 libraries in existing localities with a focus on libraries being seen as services rather than buildings. We will do this via a mix of approaches based on a hub and spoke model which recognises that not all libraries will have the same level of offer. An area may be served by a library hub which provides a full range of core services, plus additional services, and is open for more hours. Around this library hub there will be a number of spoke libraries with a more limited offer, but one that is tailored to local needs.

We will continue to deliver the service via a mixed approach including libraries that are directly managed by the Council, libraries that are managed under a shared arrangement with the Council and the community and those that are managed wholly by communities.

When considering service availability at any location, we will not only consider the nearest library, but what is available within an acceptable travel time or distance.

The library service will be an interconnected service echo-system and not a series of isolated libraries at 29 locations. It will be underpinned by some key characteristics that will support future design including:-



A professional and well trained workforce: in order to provide a compliant and valuable library service, it is recognised that an experienced and well trained workforce is a key element. However in keeping with the current approach some libraries will continue to be supported by trained volunteers



Maximise inclusivity and use: the library service needs to promote its use in the community as a whole and be inclusive to subgroups; potentially specifically targeting sub groups who currently use the service little but may benefit from it.



A service that meets local needs: each library must provide services based on an analysis of needs of the locality it serves, both to maximise outcomes for residents and to ensure it remains



Technology and innovation: the use of appropriate technology and innovation in service provision are features of the library now and must continue to be so in the future. In addition we will maintain our provision of “virtual” services including e-books etc. which residents can access on-line.



Delivers key outcomes in Public Health and Social Care: to maximise the benefit of the library service, libraries need to service a wider range of needs including, supporting health and social care outcomes. This will increase their value for the community and also enable the service to attract funding to support the provision of the service.



An expanded offer involving wider partners: to further support their communities libraries will need to increasingly act as hubs for those communities where a wider range of services are made available by both the public sector and wider partners.



A service that remains financially sustainable: whilst the whole Council remains under budgetary pressure the library service will find alternative funding options in addition to core budget. For example this will depend on the service evidencing how it meets specific public health outcomes through robust performance evaluation.



A statutorily compliant library service: the service must comply with the 1964 Public Libraries and Museums Act, as well as relevant universal legislation such as the Equality Act and the Localism Act. Along with all UK libraries, comply and deliver on the Universal Offers

2. Core library Offer

There will be a core offer that residents can expect to see as a minimum in our Council run libraries, with an ambition that all our libraries including those delivered by communities will sign up to a commitment to delivering the core service in the future.

The core offer will drive consistency in the range of services that our residents receive and support our ambition of operating a single library network across all libraries. This means that regardless of which library you visit you will receive the same core offer.

Our core offer will include the following features:-

- **Reading Offer** – lending books, printed materials, information and access to other media.
- **A safe space** – provision of a safe neutral space for residents to use, a good space to read, study and learn and which is flexible for use by community groups and other council services and partners.
- **Additional facilities** – will include:-
 - Access to Wi-Fi , computers, and printing (printing may be charged for)
 - Provision of engaging health and wellbeing activities e.g. reading groups, chatting tables, hydration station and books on social prescription
- **Cultural activities** including exhibitions and arts and other creative activities.
- **Local promotion** will encourage both adults and children to make full use of the library service and an intergeneration offer and will target specific groups who currently make little use of the libraries such as particular ethnicities through outreach work, guided by local needs analysis.
- **Promote health and wellbeing outcomes** – by working actively with public health and social care to develop a wider range of activities.
- **Information and support** – having staff on site who can provide information and support which will include assistance in accessing materials, help with reading, and providing signposting and guidance to other public and community services

3. Tailored library offer

In addition to the core offer, there will be a tailored element at each library where additional services will be provided based on the size of the library, local need. However there are some great examples of what additional activities could be included in the tailored offer and these are set out below. However, we expect it to expand the current boundaries of what the service delivers and are an opportunity to reflect the innovation, creativity, and skills found in communities across Bradford District.

Example additional services:-

- **Health and wellbeing** – may include health services (full and part-time) e.g. GP access, community nursing, clinics for specific conditions, with an emphasis on early intervention and prevention. A base for social prescribing, and therapy sessions e.g. art therapy, mindfulness.
- **Social care services** – may include using the library as a local base for teams, touchdown spaces for social workers, community social work hubs, providing enablement and independent living skills and day care provision.
- **Additional council services** – including information on a wider range of council services, e.g. housing benefits, employment, recycling, debt advice, neighbourhood wardens.
- **Co-located partners** – libraries could host a range of council partners including the voluntary and community services, such as, Age Concern, Carers UK and, VoiceAbility Bradford, and citizens' advice services.
- **Traded Services** – this could include hosting a range of services that generate money for the library service, including cafes, in-library concessions for businesses, book media sales, room hire, holiday clubs etc.
- **Local needs and strengths** - consideration will also be given to specific activities to address local need e.g. adult literacy classes, language support, a volunteering hub and community cafes to tackle social isolation.

4. Staffing

There is currently a mix of Council staffed, community staffed and hybrid staffed libraries and we will continue to use these approaches in future delivery, with the best approach being assessed on a library by library basis.

There will be a focus on retaining existing professional staff and volunteers through tailored training and development programmes and by giving people the tools to carry out the range of services that a 21st century library service will rely on.

Using the mixed approach we will determine on an individual library basis what compliment of staff and volunteers will be required at each library.

Volunteers will be used to compliment the existing paid workforce and will be supported by a central volunteer co-ordinator post that is now located in our central structure through a revised volunteering framework which will be developed using models of best practice .

5. Funding

The model required to fund libraries will be different, for example, it will rely on the council being able to allocate funds from Public Health and Social Care to libraries to support their outcomes. As local government funding remains hard to predict, making the service financially sustainable through other sources will be the best protection in the future.

There are wide ranges of funding streams that are available and some key examples include:-

- **Maximising funding** – given the uncertainty of future funding, the best way to build long term resilience will be to minimise the services reliance on dedicated council funds and all approaches should be considered.
- **Public Health funding** – Public Health will provide some funding for the support of four health outcomes including tackling poverty, addressing social isolation, assisting people back into employment, and helping school readiness.
- **Social Care funding** – may also be provided to support funding for supporting their outcomes e.g. day care provision, employment including back to work programmes.
- **Partner funding** – we will explore opportunities for Council partners to make use of the library premises in return for funding. These may include, health partners, employment services, police, and voluntary and community sector organisations.
- **Traded income** – there are many potential sources of traded income, and examples include: venue hire, sale of refreshments, wider retail, vending machines, Amazon pick up points, in library concessions for businesses like coffee shops and book sales, filming locations, and holiday clubs. We will explore whether these can be implemented without impacting the quality of the service our library provide.
- **Grant funding** – Identifying and securing grant funding from a range of sources, including through the Arts Council.

6. Buildings

Our strategy is primarily about the service, not the buildings that libraries occupy, however we recognise that some library buildings have an important role in the community and this will only increase through their evolving role as community hubs.

Some libraries may easily lend themselves to these uses, however for others it may be necessary to either make property alterations or consider alternative premises. Principles relating to this will include:-

- **Maintaining current locations** – whilst there is a commitment to retain libraries at 29 local areas, this does not mean that libraries have to remain in the existing premises. Potential alternative premises within the vicinity could be used if more appropriate to the new service model, although there is a commitment to certain well-established libraries.
- **A range of options for each location** – at an individual library level there are a range of options which could be considered in relation to library premises including:-

- Retaining existing property, as is
- Retain existing property, but carry out alterations to allow additional uses
- Identify opportunities to re-locate or co-locate in other council premises
- Identify new premises to buy (subject to available funding)
- Develop new premises (subject to additional funding)

A further alternative is to sell or repurpose the existing property, and find new premises (as above) but jointly with a partner or department which also needs accommodation.

Finally we will commit to thinking innovatively. The building that houses the library need not primarily be a library e.g. co-location in a fitness centre. The library is a service and not a building.

The consultation and how can you get involved?

The public consultation period will run from Monday 10 February to Sunday 13 March 2020 and we want to hear your views on our proposed vision and operating model as this will underpin our reshaping programme. We want to know if we have got this right and we also want to make sure that we have captured everything that you told us through our recent reviews.

Public consultation sessions

We will be holding a series of public “drop in” consultation sessions across the district where you can come and meet the senior management team and officers supporting the reshaping programme. Here you can share your ideas and feedback and ask us more detail on the vision and how our operating model might work. You can obtain a hard copy list of all the planned public sessions including times and locations from your local library or can access them directly [here](#)

Online consultation

If you are unable to attend one of our public consultation sessions you can give us your views by completing a short survey which asks questions on your views on our vision and the library service model. You can obtain a hard copy of the survey at your local library or you can access and complete it [here](#)

Alternatively you can email us your comments or questions at Libraries.consultation@bradford.gov.uk or you can drop your written feedback in at one of your local libraries and our staff will make sure it reaches us.

If you would like to receive a copy of our consultation documents in an alternative language or in easy read or braille format, please email us at the above address or ask a member of our staff at your local library who will be happy to arrange this for you.

We hope that you have found this consultation information pack useful and look forward to reviewing your responses over the coming weeks and before we make any final decisions.

What Next?

At the end of the consultation period we will gather all of your feedback and make any final changes we think are needed from listening to your views and will then take a final report which will include any revisions made as a result of consultation, to our Executive to ask them to approve the new library services model.

If the new model is agreed, we will then use this as a framework for designing what each individual library will look like.

Our design plans will be underpinned by the needs based evidence we have collected and will also include more conversations with our residents, staff and wider stakeholders in the different localities.

Where changes to the existing offer are required to any of our libraries, these will be subject to formal public consultation at a locality level.

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Department	Department of Place	Version no	0.2
Assessed by	Sue Rollins / Mandy Webb	Date created	01.02.2020
Approved by	Phil Barker	Date approved	07.02.2020
Updated by	David Greenwood	Date updated	07.02.2020
Final approval	Steve Hartley	Date signed off	07.02.2020

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Section 1: What is being assessed?

1.1 Name of proposal to be assessed.

Bradford Library Services Saving Proposal 2020-21

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

The provision of Library Service is a statutory requirement placed on Local Authorities through the Public Libraries and Museums Act 1964. The Library Service provided in the Bradford District currently consists of 29 Libraries 10 being run and staffed directly by the Council, 2 hybrids (A combination of Council staff and volunteers) and 17 Community Managed Libraries (CMLs). The Council is committed to providing library services in each of the 29 current localities during 2020/21.

In 2019 the Council agreed budget savings of £1.05m leaving a Library Service budget for 2020-21 of £1.82m. Since this decision and following a detailed needs analysis, extensive public and stakeholder engagement, the Council agreed as part of the 2020-21 budget processes a recurring investment of £0.7m from Public Health. This is to support the provision of Libraries in helping to provide an enhanced service that will support promoting health and well-being activities in localities. It will be used to do more than support the libraries universal offer to all and will result in a positive impact on those living in low income / wage households or with protected characteristics.

Section 2: What the impact of the proposal is likely to be

2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

During 2019 a needs analysis was undertaken. It shows where the current 29 libraries are located and looks at a number of demographic factors and performance measures. For example, the needs analysis shows areas of the District that have higher levels of deprivation and / or lower levels of educational attainment. It then maps each library against those themes. It also shows areas of the District that identifies older populations and where each library is located in relationship to those areas. The needs analysis also surveyed library users and non-library users. The full needs analysis can be found on the Bradford Libraries website.

Also during 2019 the service undertook a district wide engagement exercise where we listened to the views of our residents, staff and wider stakeholders to see how they wanted the library service to evolve. Over 3,000 people responded and the finding can be seen on the Bradford Libraries website.

The engagement findings showed respondents overwhelmingly see equality of access and opportunities for people to use libraries should continue to be a key priority of the Service. Therefore it is proposed a key component of the 'new' libraries model will be to enhance our marketing and promotion of the service to all audiences including those with protected characteristics.

During 2019 a new Libraries and Museums combined structure was implemented. The structure is designed to ensure the library service will continue to provide an important community and social function, continue to develop a much stronger relationship with communities and groups and encourage good relations between people who share a protected characteristic.

The Council is committed to its responsibilities to undertake meaningful public consultation and the proposals for a new library service model are the subject of on-going consultation during 2020-21 including reaching out to groups who have protected characteristics.

Where any changes are proposed at an individual library model during the implementation phase which will commence in April 2020 to 31 March 2021, these will be subject to individual library/local level consultations.

This will ensure that there will not be a negative impact on the equality of opportunities in current library localities, services, and activities offered in the District's libraries.

2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.

Yes. As stated in 2.1 a key role of the library service is to provide open access to all and in doing so eliminate any form of exclusion or discrimination. The £0.7m investment from Public Health will address specific issues such as a; ‘development of an enhanced and re-modelled offer in libraries in recognition of their positive impact on social isolation and school readiness and potential to tackle poverty and support employment opportunities. This commitment will help to inform the re-shaping of library services’ during 2020/21.

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

Not at this stage. Proposed activities for 2020-21 may have a negative or disproportionate impact, however this will not be known until detailed planning is undertaken. All changes proposed during 2020-21 will be subject to further consultation where it is deemed appropriate to do so and the equality implications will be fully considered .

2.4 Please indicate the level of negative impact on each of the protected characteristics?

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

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

2.5 How could the disproportionate negative impacts be mitigated or eliminated?

(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

There are no negative impacts anticipated as a result of the district wide proposals to introduce a new library service model in 2020-21. Where there are any changes proposed at an individual library level these will be reassessed as part of the development of those proposals.

Section 3: Dependencies from other proposals

3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.

Public Health and the Department of Health and Wellbeing in developing and implementing the health outcome agenda in libraries.

Facilities Management in understanding the type, quality, planned maintenance and possible joint occupancy.

Corporate Services (HR, Legal and Finance) for staffing, financial and legal implications

Community Managed Libraries via the Accountable Bodies

Government Departments e.g. Department of Digital, Culture, Media and Sport and Governing Bodies e.g. Arts Council England and the Libraries Task Force and regionally Libraries Connected.

OCX (Programme Management, Marketing and Communications) as Programme Management and Project support.

Overall through current governance arrangements for all Departments and CMT will be used to keep all informed.

Section 4: What evidence you have used?

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

Detailed needs analysis (including library user and non user surveys, and service performance data), and District wide engagement findings.

4.2 Do you need further evidence?

Yes, the findings from the formal consultation planned during January – February 2020, will help better inform the library model.

As the project moves to implementation phase and proposals are being considered on an individual library basis, there will be a requirement to produce individual library EIA's as part of the proposal development.

Section 5: Consultation Feedback

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

Library users and non user survey findings, needs analysis, and individual library profiles published on the Library Service webpage and paper copies made available in libraries.

Findings from the public engagement survey and activities published electronically via the Library Service webpage.

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

Non Library User Survey 2019

800 statistically represented individuals were interviewed. The findings have been noted and will continue to be used as the changes to library service are determined.

Library User Survey 2019

Over 2000 library users responded to an online survey. The findings have been noted and will continue to be used as the changes to library service are determined.

Needs analysis 2019:

The findings have been noted and will continue to be used as the changes to library service are determined.

Libraries engagement 2019:

The findings have been noted and will continue to be used as the changes to library service are determined.

Libraries consultation 2020:

At the time of completing this EIA the libraries consultation is underway. The findings will be noted and used as the changes to library service are determined.

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

Council budget consultation 2020/21 closed on the 26th January 2020 and no issues have been raised through the budget consultation. The findings relating to the Library Service will be noted and used as the changes to library service are determined.

5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.

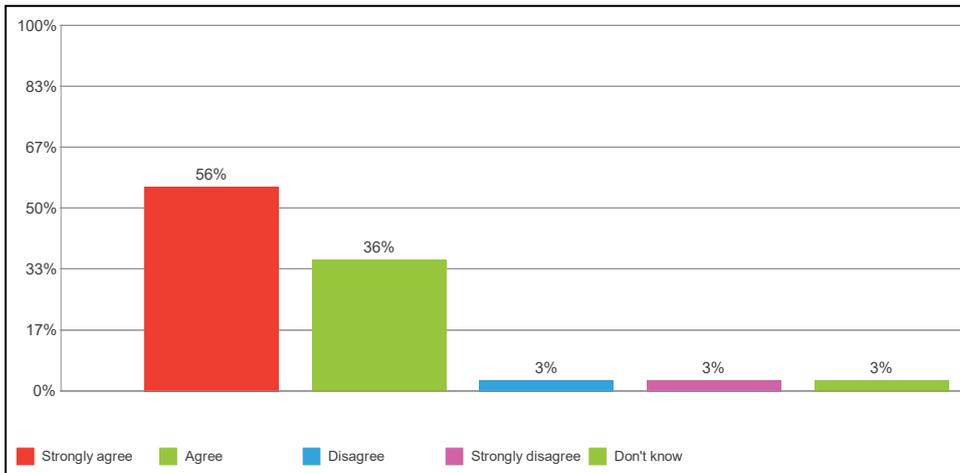
Not applicable.

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The Future of Bradford District Libraries - Consultation Survey Findings

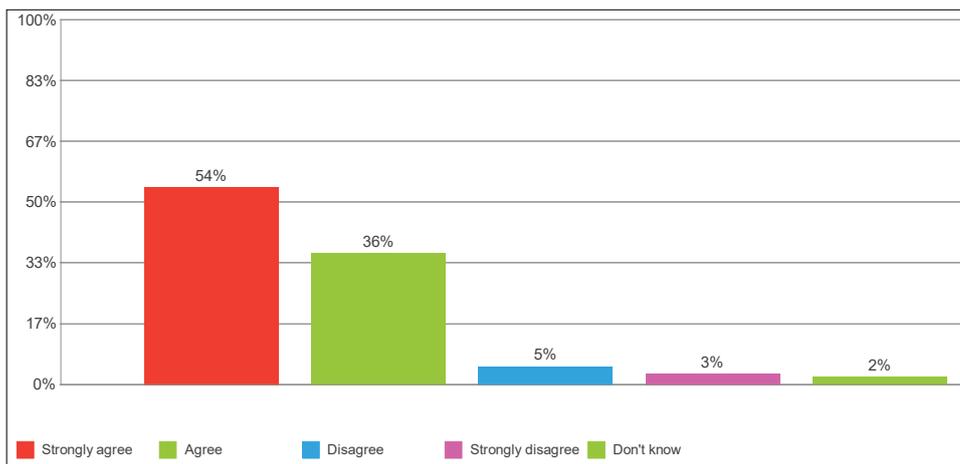
As at 16 March, 2020, 457 responses had been received to the survey.

We asked if people agreed or disagreed with 'Our Vision' for the library service.



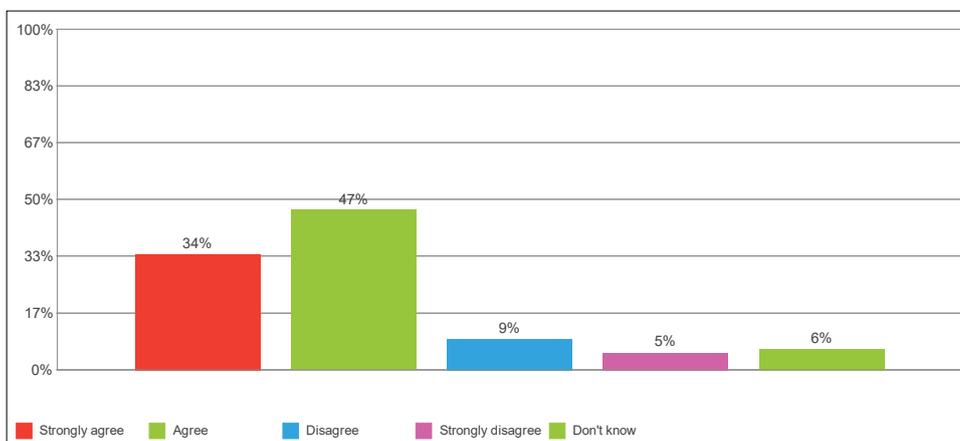
Strongly agree	255
Agree	161
Disagree	12
Strongly disagree	12
Don't know	13
Total responses	453

We asked if people agreed or disagreed with our principles for delivering the library service.



Strongly agree	247
Agree	164
Disagree	22
Strongly disagree	12
Don't know	11
Total responses	456

We asked if people agreed or disagreed with the components of the library service model.



Strongly agree	152
Agree	212
Disagree	41
Strongly disagree	21
Don't know	26
Total responses	452

Below is a summary of common themes relating specifically to the consultation document:

Vision and Principles

- agreement with the vision and principles;
- positive that libraries are seen as enhancing the quality of life for local people and the role they play in connecting communities;
- could implementing the vision take us away from what is required statutorily;
- Bradford needs a Centre of Excellence as seen in other major cities across the UK;
- too vague – there needs to be more detail made available;
- the vision is not new as we already do most, if not more;
- the principles need financial investment.

New proposed library service models

- queries around timescales for implementing the tailored offer in libraries;
- archives and information should not be neglected in future plans;
- designing the future of libraries should include young people;
- staff are really valued by customers;
- confident most libraries are working in this way, to a degree;
- how confident are we that we will find beneficial partnerships;
- what obligations will there be to deliver the local offer;
- language is confusing.

Additional comments

- form a Board or a Friends group in libraries;
- more assured the future of libraries is looking more positive;
- a willingness from Friends of and other groups to support the service;
- the lack of toilets in some libraries is considered an issue;
- could we be seen as being too local, too parochial;
- further work needs to be done on generating income;
- hybrid libraries (Council managed with volunteers) is an ideal model with some good practice in Bradford Council;
- there is good practice in our Community Managed Libraries that we need to learn from;
- more clarity needed on how public health outcomes will be met;
- a library is one of the few places where services are free;
- the City of Culture bid is a waste of tax payers money.

Below is a summary of the common themes from the public and staff consultations sessions, direct correspondence with the Council and attendance at a number of Parish and Town Council meetings.

Five public consultation events were held at:

- Wibsey
- Manningham
- Eccleshill
- Keighley and
- Shipley Libraries

Staff consultation session took place at City and Shipley Libraries.

Books and stock

- concerns that book stock will be further reduced;
- current stock is poor;
- invest more in books.

Space

- concerns that space for books / reading / research / information will be reduced;
- privacy issues if some other services use the library spaces;
- ensure quiet spaces are maintained;
- ensure libraries are safe spaces.

Core Library service

- Universal offer / core service as described in the consultation document has / is deteriorating;
- investment in core library activities should come first.

Technology

- computers need to improve - currently a poor standard;
- people appreciate the provision of computers, especially knowing they are secure/firewall;
- offer different types of computers.

Staff

- ensuring the quality of staff is paramount;
- lack of specialist librarians with knowledge;
- ensuring adequate staffing levels is important;
- invest in our staff and our volunteers;
- staff need to be valued;
- do not replace paid staff with volunteers.

Access

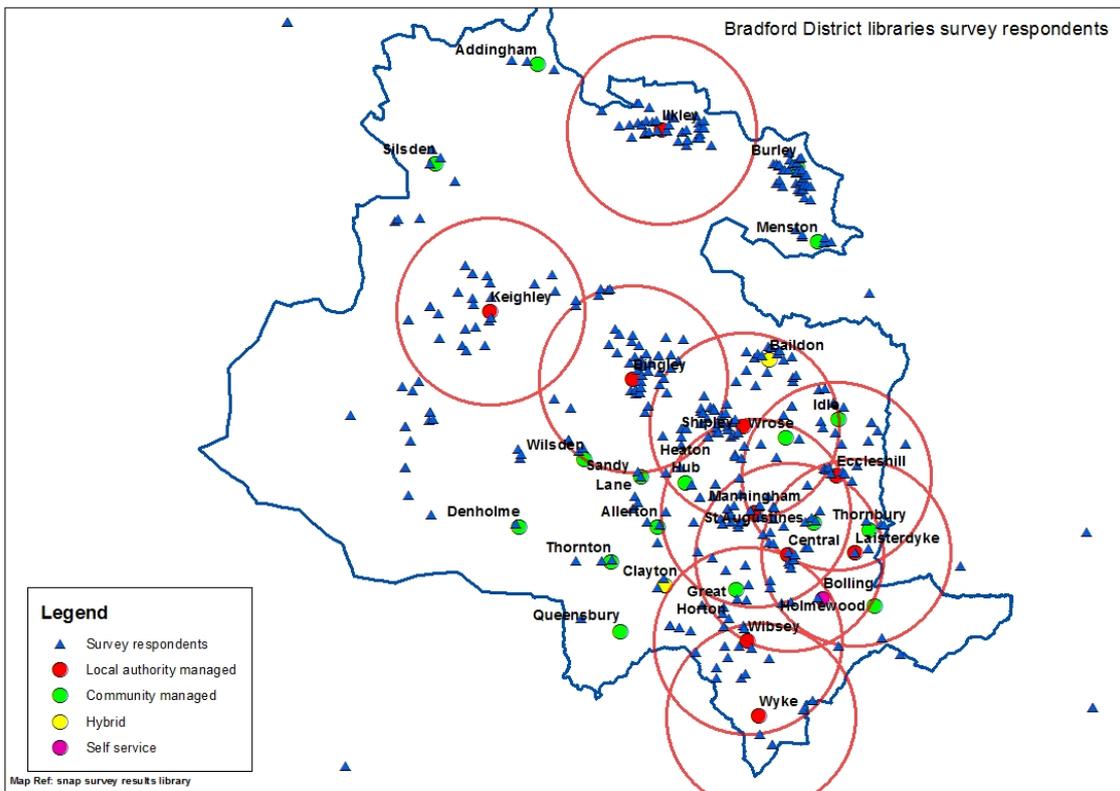
- disability access needs to be improved (in some libraries);
- ensure libraries are close to local communities.

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Consultation Survey Findings Appendix

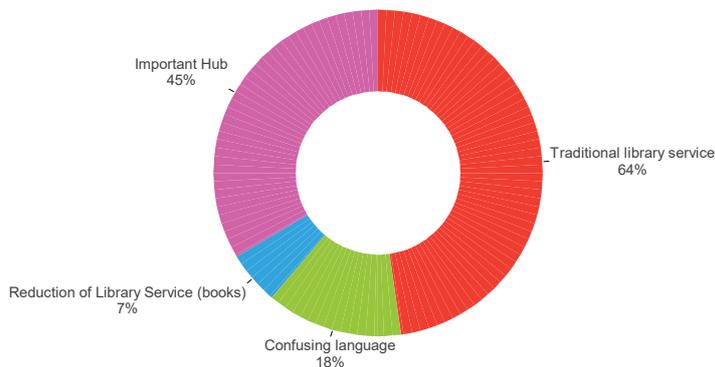
Distribution of respondents

The map below shows the geographical distribution and location of survey respondents. Each individual pin identifies where respondents live.



Comments

110 comments were received relating to 'Our Vision' for the library service, a summary is as follows:



Important hub

- See libraries as an important community hub.
- Not at the expense of reducing core library functions.
- Acknowledge that libraries need to diversify to survive.

Reduction of Library Service (books)

- Concerns that library books / quality has reduced.
- Need to improve quality and availability of books.
- Need to ensure diverse reading needs of communities are met.

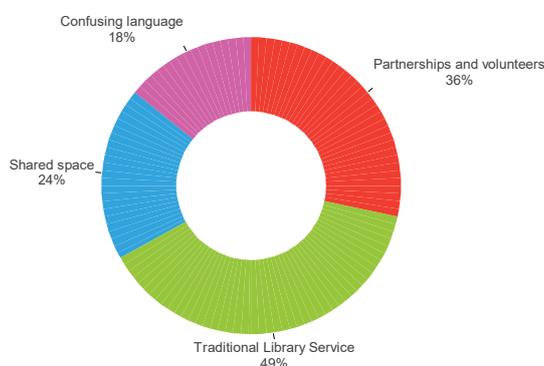
Traditional library service

- Some concerns libraries would lose their purpose i.e. reading, learning, information, and research.
- Need to provide a quality library service.

Confusing language

- Survey and supporting document uses confusing language.
- Concerns regarding the use of corporate speak.
- Some terms appear to be very similar in meaning.

116 comments were received relating to our principles for delivering the library service, a summary is as follows:



Confusing language

- Survey and supporting document uses confusing language.
- Concerns regarding the use of corporate speak.
- Some terms appear to be very similar in meaning.
- Very complicated.

Partnerships and volunteers

- Partnerships are not always necessary.
- Partnerships can help enhance library provision but not at the expense of core functions.

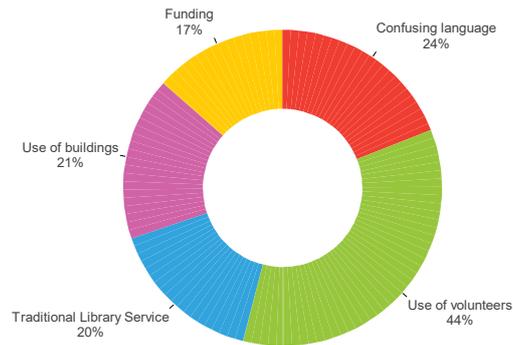
Traditional library service

- Some concerns libraries would lose their purpose / core functions of reading, information, research and technology.
- Provide a 'competent' library service.

Shared space

- The need to maintain suitable space for core library functions and not at the expense of additional services being provided.

130 comments were received relating to the components of the library service model, a summary is as follows:



Traditional library service

- Some concerns libraries would lose their purpose / core purpose of reading, information, research and technology.
- Need to provide a good quality library service.

Use of buildings

- Libraries are about buildings.
- Libraries to be in the heart of localities.
- Buildings are important and should be of a good quality.

Funding

- Insufficient detail on how the additional funding from Public Health will be used.
- Council should fund libraries.
- Council should fund librarians.

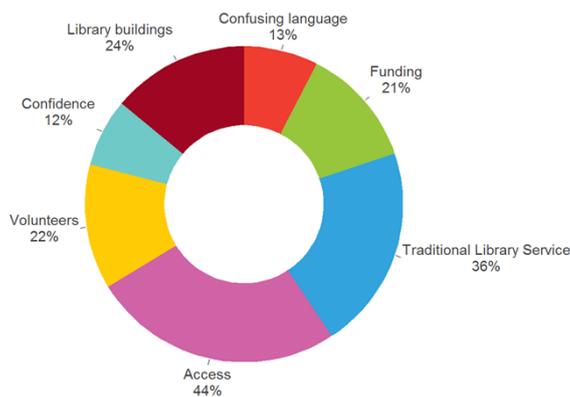
Confusing language

- Survey and supporting document used uses confusing language.
- Concerns regarding the use of corporate speak.
- Some terms appear to be very similar in meaning.
- Too complicated.
- Too vague and loaded question.

Use of volunteers

- Not at the expense of paid staff.
- Careful consideration on how volunteers are used and supported.
- Concerned that volunteers could be unreliable.
- Unclear what a mix of staffing means.

300 general comments were received relating to the library service model, a summary is as follows:



Library buildings

- People associate a library to a building.
- Library buildings are part of our heritage.
- Library buildings are important to communities especially as other community facilities are being lost.

Confusing language

- Survey and supporting document uses confusing language.
- Concerns regarding the use of corporate speak.
- Some terms appear to be very similar in meaning.
- Too complicated.
- Too vague and loaded.

Funding

- Insufficient detail on how the additional funding from Public Health will be used.
- Unclear how a partnership will work in the future.
- Council should fund libraries.

Traditional library service

- Some concerns libraries would lose their core purpose of reading, information, and research.
- Emphasis of a need to provide a competent library service.

Access

- The need for a library to be accessible by all.
- Activities should be undertaken to encourage under represented groups to use our libraries.
- Lack of public conveniences for library users.

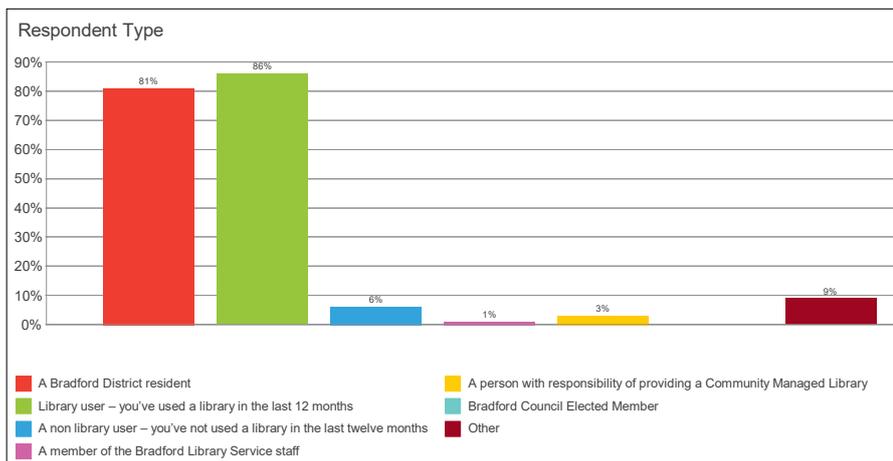
Volunteers

- Not at the expense of paid staff.
- Careful consideration to how volunteers are used and supported.
- Concerned that volunteers could be unreliable.
- Unclear what a mix of staffing means.

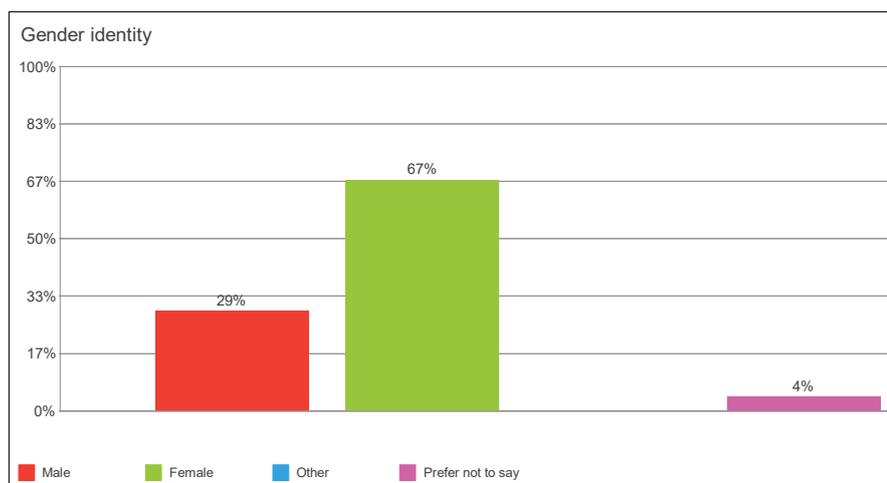
Confidence

- Respondents need assurance and confidence that the Council will achieve its vision and ambitions for the library service.
- The Council will continue to fund libraries at a appropriate level.

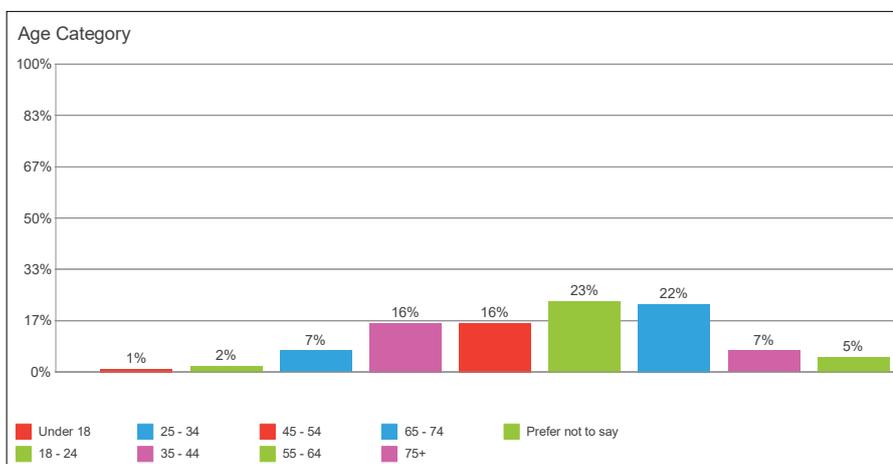
Demographic Information



A Bradford District resident	365
Library user –used a library in the last 12 months	388
A non-library user –not used a library in the last twelve months	26
A member of the Bradford Library Service staff	5
A person with responsibility of providing a Community Managed Library	12
Bradford Council Elected Member	2
Other	42
Total responses	453

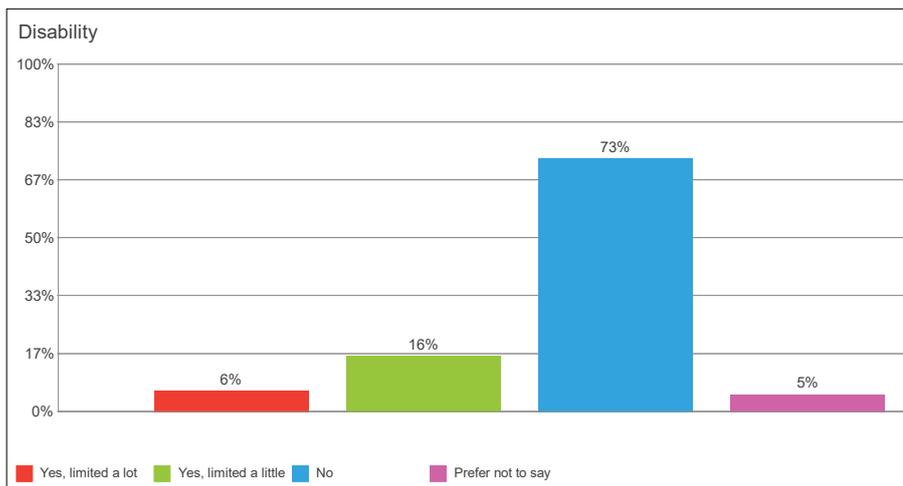


Male	129
Female	303
Other	1
Prefer not to say	18
Total responses	451



Under 18	4
18 – 24	11
25 – 34	33
35 – 44	73
45 – 54	72
55 – 64	103
65 – 74	98
75+	33
Prefer not to say	24
Total responses	451

Health or disability which prevents you from doing things you want to, need to or have to do



Yes, limited a lot	25
Yes, limited a little	71
No	330
Prefer not to say	23
Total responses	449

Race, ethnic or cultural origin

White English/Welsh/Scottish/Northern Irish/British	342
White Irish	1
White Gypsy or Irish Traveller	0
Any other white background	10
Asian / Asian British Indian	6
Asian / Asian British Pakistani	37
Asian / Asian British Bangladeshi	30
Asian / Asian British Chinese	3
Any other Asian background	3
Mixed white and black Caribbean	1
Mixed white and black African	2
Mixed white and Asian	1
Any other mixed ethnic background	2
African	1
Caribbean	2
Any other black / African / Caribbean background	1
Prefer not to say	37
Total responses	449



Report of the Strategic Director of Children's Services to the meeting of Executive to be held on 24 March 2020

Subject:

BM

**OUTCOME FROM THE OFSTED MONITORING VISIT – 25TH AND 26TH FEBRUARY
2020**

Summary statement:

The service was subject to the fourth monitoring visit which took place on the 25th and 26th of February 2020. During this visit, Inspectors reviewed the progress made in achieving permanence for Children in Care. Inspectors also considered whether performance management information and quality assurance activity provides managers and leaders with an accurate view of social work practice and children's experiences.

The letter following the monitoring visit will be published by Ofsted on the 19th of March 2020, until such a time there is an embargo in place.

This report has not been included on the published forward plan as an issue for consideration as the publication date of the Monitoring Visit letter was not known. As it is impractical to defer the decision until it has been included in the published Forward Plan the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council's Constitution.

Mark Douglas
Strategic Director of Children's Services

Portfolio:

Children and Families

Report Contact: Irfan Alam
Phone: (01274) 431266
E-mail: Irfan.alam@bradford.gov.uk

Overview & Scrutiny Area:

Children's Services

1. BACKGROUND

1.1 Areas Covered in the Visit

This was the fourth monitoring visit since the Local Authority was judged inadequate in October 2018. The Inspectors were Jan Edwards, Her Majesty's Inspector and Neil Penswick, Her Majesty's Inspector.

The Inspectors reviewed the progress made in achieving permanence for Children in Care. Inspectors also considered whether performance management information and quality assurance activity provide managers and leaders with an accurate view of social work practice and children's experiences.

A range of evidence was considered, including electronic case records, performance management information, and case file audits. Inspectors spoke to a range of staff, including elected members, managers, and social workers. Inspectors also met with a small group of children who shared their experience of what it was like to be a Child in Care in Bradford.

1.2 Summary of Findings

Due to the current embargo, this summary will be brief and based upon the following verbal feedback:

- Our self-assessment was accurate. Senior Leaders have been challenged by the scale and enduring nature of the delay and the quality of care planning.
- There is drift and delay for children achieving permanence.
- The Improvement Plan had initially stalled due to a delay in recruiting permanent senior leaders, and in securing an understanding of the scale of the remedial work required to improve services.
- The new leadership team have now embarked on a wholesale restructuring of the service which has required stripping the service back to basics. The service is now starting to address the legacy of poor practice and ineffective management and are working through children's cases to ensure the right planning is in place.
- While Inspectors found issues with current practice, particularly in relation to the effectiveness of managers in ensuring that children achieve timely permanence, there was also some pockets of better practice which is benefiting some children in care.
- Leaders are now appropriately focused on the development of an infrastructure across the whole service to support improved care planning practice and compliance.

- A new Senior Management Team has been recruited with the right level of qualification and knowledge. However, these recent improvements are yet to demonstrate an impact on the experience of most children in care who require stable and secure permanent homes

2. OTHER CONSIDERATIONS

- 2.1 The Strategic Director of Children's Services and members of his leadership team will continue to work on the improvement journey and implement the actions in the Improvement Plan.

3. FINANCIAL & RESOURCE APPRAISAL

- 3.1 Not applicable at this stage.

4. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 4.1 The Children's Services Improvement Board continues to monitor progress and will ensure that effective responses are made to all Ofsted's recommendations and DfE required improvements. The Children's Services Improvement Board focuses on outcomes for children and provides the drive and focus to ensure that necessary improvements are achieved and evidenced.

5. LEGAL APPRAISAL

- 5.1 The Ofsted inspection in September 2018 was undertaken under the new Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action plan, quarterly monitoring visits, and a re-inspection. The recent Ofsted visit is one of the quarterly monitoring visits.

- 5.2 On 4 December 2018, following the Secretary of State's decision to take a non-statutory approach in Bradford's case, the DfE issued an Improvement Notice to the Council, requiring the council to take a number of actions to address all areas of improvement identified in the Ofsted report and providing for DfE reviews of progress against the improvement agenda. The notice also makes provision for statutory intervention under S497A Education Act 1996 should the Local Authority not comply with the notice or make poor progress.

6. OTHER IMPLICATIONS

6.1 EQUALITY & DIVERSITY

None.

6.2 SUSTAINABILITY IMPLICATIONS

Not applicable.

6.3 GREENHOUSE GAS EMISSIONS IMPACTS

Not applicable.

6.4 COMMUNITY SAFETY IMPLICATIONS

Not applicable.

6.5 HUMAN RIGHTS ACT

Not applicable.

6.6 TRADE UNION

Not applicable.

6.7 WARD IMPLICATIONS

Due to the Inadequate Judgement in October 2018, The Improvement Notice and Improvement Plan will affect all Wards.

6.8 IMPLICATIONS FOR CORPORATE PARENTING

The focus of this monitoring visit was permanence, therefore there will be implications for corporate parenting, particularly in relation to how permanence is secured for Children in Care.

6.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None; both the Notice to Improve and Ofsted report have been published on their respective websites and are therefore in the public domain.

7. NOT FOR PUBLICATION DOCUMENTS

7.1 Not applicable.

8. OPTIONS

8.1 Not applicable.

9. RECOMMENDATIONS

9.1 The Executive is asked to note the contents of this report.

10. APPENDICES

10.1 Appendix 1 – Ofsted Report of Monitoring Visit – 25th and 26th February 2020.
(TO FOLLOW)

11. BACKGROUND DOCUMENTS

11.1 None.

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19 March 2020

Mark Douglas
City of Bradford Metropolitan District Council
1st Floor, Margaret McMillan Tower
Princes Way
Bradford
BD1 1NN

Dear Mark Douglas

Monitoring visit of Bradford children's services

This letter summarises the findings of the monitoring visit to Bradford children's services on 25 February 2020. The visit was the fourth monitoring visit since the local authority was judged inadequate in October 2018. The inspectors were Jan Edwards, Her Majesty's Inspector, and Neil Penswick, Her Majesty's Inspector.

The local authority is at the very early stages of making some progress in improving services for its children and young people in care. This was judged to require improvement at the last inspection. However, the progress and experience of children is characterised by widescale delay in having their permanence plans confirmed.

Areas covered by the visit

During this visit, inspectors reviewed the progress made in achieving permanence for children in care. Inspectors also considered whether performance management information and quality assurance activity provide managers and leaders with an accurate view of social work practice and children's experiences.

A range of evidence was considered, including electronic case records, performance management information, and case file audits. Inspectors spoke to a range of staff, including elected members, leaders and managers, and social workers. Inspectors also met with a small group of children who shared their experience of what it was like to be a child in care in Bradford.

Overview

There is extensive drift and delay for children achieving permanence. Senior leaders have been significantly challenged by the scale and enduring nature of the delay and

the quality of care planning. The improvement plan had initially stalled due to a delay in recruiting permanent senior leaders, and in securing an understanding of the scale of the inadequacy by politicians and across the partnership. The new leadership team have now embarked on a wholesale restructuring of the service, which has required stripping the service back to basics. The service is now starting to address this legacy of poor practice and ineffective management and work through children's cases to ensure the right planning is in place. While inspectors also found issues with current practice, particularly in relation to the effectiveness of managers in ensuring that children achieve timely permanence, there was also some pockets of better practice, which is benefiting some children in care.

Leaders are now appropriately focused on the development of an infrastructure across the whole service to support improved care planning practice and compliance. A new senior management team has been recruited with the right level of qualification and knowledge. However, these recent improvements are yet to demonstrate an impact on the experience of most children in care who require stable and secure permanent homes.

Leaders are appropriately focused on safely reducing the numbers of children in care and improving care planning. There is a developing understanding of the child care profile and performance management. However, practice evaluations are not always making a positive difference to practice. Manager oversight and their grip of planning lacks effectiveness in ensuring that there is timely and effective permanence planning for children.

There is a firm commitment from council members and at executive level to children's services to support investment in the innovation and improvement programme. Significant recurring funding has been provided. There is now a recognition of the widescale and deep-rooted inadequacy across the whole service and that improvements will take time, but that there is now a need to step-up the urgency and traction of improvement following this monitoring visit.

Findings and evaluation of progress

The self-assessment accurately reflects that senior leaders have identified that permanence planning is not embedded in the service and has been compounded by weaknesses in help and protection practice, weak assessments, weak care planning and ineffective management oversight. The strategic director of children's services (DCS) is taking authoritative action to ensure that these deficits in practice are addressed as a priority. Since the DCS came into post in July 2019, there has been a widescale improvement plan which is addressing improvement from the child's first contact with the service. The service has very recently moved to a locality model of service delivery, where teams hold case responsibility across the child's journey. New locality head of service appointments have been made with the intention of providing a clearer oversight of practice and performance and tighter accountability for specific areas of practice. In addition, permanence panels and a new

permanence tracker are being developed, but these are so new that it is too soon to report on their effectiveness in progressing children's plans.

Practice evaluations are now regular, but they are overly compliance- or process-led at the expense of focusing on the experience and progress of the child. The lack of follow up of actions in all cases seen means that these evaluations are not making a difference to social work practice. In addition, themed audits are not robust and fail to provide senior managers with the information they need to accurately understand a specific area of practice.

Leaders now have a clear understanding of the child in care profile, which is helping them to forward plan for future service development. They are clear that there are too many children who remain in care and who are subject to statutory processes which are no longer necessary. These children are being reviewed and care orders are being discharged where it is safe and appropriate to do so.

Notwithstanding the work being undertaken to safely reduce numbers, there remains a large number of children in care. There are significant challenges with providing placement choice for children, particularly for those who need to live with their brothers and sisters. As a result, external placements are being used, with 21% of children being placed out of area. Sufficiency of placements is being addressed through a specific workstream of the improvement programme, including a review of provider services and the inhouse fostering service.

Decisions to separate children from their brothers and sisters are often not sufficiently assessed when children come into care in an emergency and are based on the availability of carers. However, when these decisions are part of longer-term planning, together and apart assessments are generally detailed, with good consideration of the risks and strengths of placement options.

Senior leaders have an improved understanding of the data, as demonstrated in their permanence self-assessment. They know that only 33% of children who are on section 20, or who are living with family and friends or in foster care, have their permanence plans ratified at their second children in care review. Inspectors saw very complex cases, often of large sibling groups, where there was active twin or triple planning, to assess parenting capacity, sibling relationships, and other family members, and this impacted on timely decision-making. Where children were subject to section 20, inspectors found some children being left without anyone exercising parenting responsibility. For some older children with specific vulnerabilities, risk was not being addressed when they went missing, and there was a lack of appropriate safety planning. Inspectors saw significant drift in planning and children experiencing delay when the plan is adoption and in securing permanence for children on section 20. Both of these areas were known to senior managers, and plans are in place to address this aspect of planning. Work is also underway to review the links with the regional adoption agency to determine where improvement can be found in the timeliness for family finding.

When children and young people return home following a period of being in care under voluntary arrangements, this is done following a current assessment of need and with appropriate levels of support. Where decisions are made to return children home, there is evidence of independent reviewing officer (IRO) oversight and challenge when necessary to ensure the best outcomes for young people. For those children who are living at home and remain on care orders, there is assessment under placement with parent regulations. These assessments vary in quality, but in the main include other professionals' information and views of all parties and a safety plan. Many of these children are well prepared, with a programme of gradual reintroduction and a clear support plan. Visiting is regular to ensure that these arrangements continue to be suitable in meeting the child's needs.

Around 20% of children in care are living with connected carers. Many of these carers are not assessed quickly enough or sufficiently risk assessed. When these placements are providing good support and care for children, there is not a sharp enough focus on ensuring that the arrangements are secured through special guardianship orders.

In spite of the significant delay, children live in foster care or residential homes which are meeting their needs, and they are making good progress from their individual starting points. When children are out of area, they are being visited and seen according to their plan. There is an issue for some children having their education needs resolved in a timely way when living out of Bradford, but the virtual school is involved in negotiating arrangements.

Some Bradford foster carers feel dissatisfied with the service and with children experiencing a significant number of changes of social worker. Senior managers know that they have a lot of work to do to improve this service and the offer to their carers in a competitive market place.

Assessments are updated for every child in care review, but these are of poor quality and simply provide an update from the last review. There is a lack of identification of children's changing needs or of family circumstances, particularly of an analysis of risk around current parenting capacity. This leads to plans which lack focus on emerging need and priorities. Reviews are regular and in the main are well attended and of good quality, but they need to be more sharply focused on the progress of the plan, particularly if permanence has not been achieved.

There is evidence that permanence is starting to become embedded in some social work practice in the locality and children in care teams from this low base. There is some effective social work practice and direct work with children and their families to support children in their new homes. Senior managers are reviewing specific cohorts of children and there is a clear audit trail of this oversight. Social workers and their managers understand the importance of children being able to achieve permanence to enable them to have improved experiences and make progress. However, this isn't being translated into timely practice and effective manager oversight in all cases. Supervision is not sufficiently effective in driving the work and in ensuring that plans are achieved in a timely way. There is some evidence of

improving supervision, which has a focus on permanence, but it is not always providing timescales for this. There is good evidence of oversight by IROs through their own auditing and monitoring and in keeping in touch with social workers.

Social workers see children regularly, although the written record of these visits does not always demonstrate the purpose or show whether children are seen alone if appropriate to do so. Children and young people told inspectors that they had experienced changes of social worker and this has been a source of frustration and dissatisfaction for them. They also said that their social workers do not take them out regularly, and, as a result, they do not have enough opportunities to build trusting relationships with their worker. They were unaware of the children in care council, which means that they have had limited opportunities to have their voice heard by senior managers. They have also had limited opportunities to be involved with children in care activities, such as celebration events.

Children are not being consistently helped to understand their long-term plan and why they came into care. This is leaving some children anxious, and their emotional well-being is not being adequately addressed. There is insufficient access to, and availability of, therapeutic provision to respond to children's emotional and mental health needs. There are pockets of life-story work being completed, but this is usually for children who have a plan for adoption.

The corporate parenting board meets regularly and has a well-established link to the children in care council, which regularly challenges them to do better for children. Corporate parenting is being refreshed with new priorities for supporting children in care more effectively and a focus on improving wider children's participation.

Many social workers are positive about working for Bradford and understood the need to make improvements for the benefit of the children they work with. There were some social workers who told inspectors that they were unhappy with the changes and the disruption that this had caused to children, particularly from having changes of social worker.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Jan Edwards
Her Majesty's Inspector

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 9 JANUARY 2020 AT COMMITTEE ROOM A -
WELLINGTON HOUSE, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council
Councillor Andy D'Agorne (Substitute)	York Council
Councillor Judith Blake CBE	Leeds City Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Peter McBride (Substitute)	Kirklees Council
Councillor John Pennington	Bradford Council

In attendance:

Councillor Kim Groves	Chair, Transport Committee
Councillor Peter Harrand	Chair, Overview & Scrutiny Committee
Peggy Haywood	MHCLG (minute 58 only)
Ben Still	West Yorkshire Combined Authority (to minute 57)
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority (to minute 57)
Ruth Chaplin	West Yorkshire Combined Authority
Seamus McDonnell	West Yorkshire Combined Authority (minute 58 only)
Heather Waddington	West Yorkshire Combined Authority (minute 58 only)

51. Apologies for Absence

Apologies for absence were received from Councillors Aspden, Golton, Hall, Jeffery and Pandor.

52. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

53. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 5 and Appendices 1, 2, 3 and 4 to Agenda Item 8 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if

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members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

54. Minutes of the Meeting of the Combined Authority held on 10 October 2019

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 10 October 2019 be approved and signed by the Chair.

55. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Leeds Transport Model
- Leeds City Region Skills for Growth
- Bradford Interchange Carriageway Works
- Connecting Innovation
- White Rose Station
- Leeds Bus Station Gateway
- A58 Beckett Street & York Street
- Infirmary Street Gateway
- A660 Holt Lane

It was noted that since the last meeting, decisions on the following schemes have been made by the Investment Committee:

- LTP – Integrated Transport Block – Districts' Programmes
- Bradford Shipley Route Improvement
- Wakefield South East Gateway – Rutland Mills
- Leeds PIPES District Heating Network

Details of all the schemes were provided in the submitted report.

Members noted the update on the current status of the Leeds City College Quarry Hill project which were attached as Exempt Appendix 1. The appendix set out consideration for the completion of the Quarry Hill project and subsequent repayment of the Combined Authority loan and outlined the recommendations of the Investment Committee held on 4 December 2019.

Resolved:

(a) In respect of Leeds Transport Model Update 2020 -

That following a recommendation from the Investment Committee, the Combined Authority approves:



- (i) That the Leeds Transport Model Update 2020 project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval of £600,000 is given from the West Yorkshire plus Transport Fund towards a total scheme cost of £1.2 million with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at Decision Point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (b) In respect of Leeds City Region Skills for Growth –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds City Region Skills for Growth programme proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the Combined Authority's contribution of £2.429 million (which will be funded through £1.464 million from the ESIF fund and £964,925 from the Local Skills Fund is given with full approval to spend being granted once the outcome of the ESIF bid is known and the scheme has progressed through the assurance process to decision point 5. The total project value is £2.929 million with the remaining £500,000 to be raised from business sponsorship.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) In respect of Bradford Interchange Carriageway Works -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Bradford Interchange Carriageway Works proceeds through decision point 2 and work commences on Activity 4 (full business case).



- (ii) That an indicative approval to the total project value of £2 million is given from the Local Transport Plan - Integrated Transport Block with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5.
 - (iii) That development costs of £461,400 are approved in order to progress the scheme to decision point 5.
 - (iv) That the Combined Authority enter into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure up to £300,000.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (d) In respect of ERDF – Connecting Innovation -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the ERDF Connecting Innovation project proceeds through decision point 2 and work commences on Activity 5 (full business case).
 - (ii) That an indicative approval of £2,779,846, comprised of £750,961 from the Access to Capital Grants element of the Local Growth Fund and £2,028,885 from the European Regional Development Fund. The total project costs are £4,057,771 million, with Small Medium Enterprise match funding of £1,277,925 million.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (e) In respect of White Rose Station -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the White Rose Station project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).



- (ii) That indicative approval to the total project value of £5 million has been given from the LPTIP fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That development costs of £2.611 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £3.111 million.
 - (iv) That the Combined Authority enters into a Funding Agreement with the developer for expenditure of up to £1.9 million from the LPTIP Fund.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (f) In respect of Leeds Bus Station Gateway -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Public Transport Improvement Programme Leeds Bus Station Gateway project proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £4.984 million is given from the Leeds Public Transport Investment Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That development costs of £350,000 are approved in order to progress the scheme to decision point 5.
- (iv) That the Combined Authority enters into a variation to the Funding Agreement with Leeds City Council for release of expenditure of £350,000 from the LPTIP Fund for further project development.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme



Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(g) In respect of A58 Beckett Street & York Street -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A58 Beckett Street and York Street proceeds through decision point 3 (Outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £14.536 million is given from the Leeds Public Transport Investment Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(h) In respect of LCCP Infirmary Street -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Infirmary Street Gateway scheme proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £8.90 million is given from the West Yorkshire plus Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the Assurance pathway and Approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(i) In respect of LPTIP: A660 Holt Lane -

That following a recommendation from the Investment Committee, the Combined Authority approves:



- (i) That the A660 Holt Lane project proceeds through decision point 5 and work commences on activity 6 (Delivery).
 - (ii) That approval to the total project value of £1.150 million is given from the LPTIP fund.
 - (iii) That the Combined Authority enters into an addendum to the Funding Agreement with Leeds City Council for expenditure of up to £1.150 million from the LPTIP Fund.
 - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (j) In respect of Leeds City College, the Combined Authority approves the recommendations of the Investment Committee on the 4 December 2019 as outlined in Exempt Appendix 1 of the submitted report.

56. Draft Budget & Business Plan 2020/21

The Combined Authority considered a report of the Director, Corporate Services which provided outline directorate business plans and the proposed draft revenue and capital budget for 2020/21.

The draft business plans for each directorate, which were attached at Appendix 1, were noted. These set out the priorities and focus for the coming year, aligned with the four corporate objectives. In respect of the 'supporting clean growth' objective, Members agreed the proposal for this to be renamed 'tackling the climate emergency'.

Members discussed the proposed draft revenue budget for 2020/21 attached at Appendix 2 which had been produced following scrutiny and input from the Authority, with the detail being overseen by the Budget Working Group. It was noted that work was continuing and external engagement through the YourVoice portal on the Authority's website was being carried out. It was suggested that a link to the portal be provided in the Members' newsletter. Reports would also be considered by the Overview and Scrutiny and Governance and Audit Committees.

The draft capital budget was attached at Appendix 3 and set out the latest draft forecast budget for capital expenditure and funding by programme up to 2022/23.

The final business plan and budget for 2020/21 including the reserves policy and treasury management statement will be brought to the next meeting on 6 February 2020.



Resolved:

- (a) That the draft business plan and revenue budget proposals for 2020/21 and draft capital budget be noted.
- (b) That the amended corporate priority of 'Tackling the Climate Emergency' be agreed.

57. Governance Arrangements

The Combined Authority considered a report of the Director, Corporate Services on the following governance issues:

- Changes to Wakefield Council's Combined Authority member, substitute member and West Yorkshire & York Investment Committee member.
- To appoint the Chair of the West Yorkshire & York Investment Committee.
- To appoint a Combined Authority member to the Transport Committee.
- To approve the appointment of 3 additional non-voting members to the Employment & Skills Panel to represent education and training providers.

Resolved:

- (a) That the changes in Wakefield Council's appointments to the Combined Authority and the West Yorkshire & York Investment Committee as detailed in paragraph 2.1 of the submitted report be noted.
- (b) That Councillor Denise Jeffery be appointed as Chair of the West Yorkshire & York Investment Committee.
- (c) That Councillor Denise Jeffery be appointed as the Combined Authority's member to the Transport Committee.
- (d) That a further two additional non-voting members be appointed to the Employment & Skills Panel to represent education and training providers as detailed in Appendix 1 to the submitted report.

58. European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)

The Combined Authority considered a report of the Director, Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that the Investment Committee had considered the detail of the projects and endorsed the advice and selection decisions which included the assessment of one full application and two outline applications which were attached as Exempt Appendices 2-4 of the submitted report.



In its role as the Intermediate Body (IB), the Combined Authority discussed the advice and recommendations provided in the exempt appendices. In respect of Exempt Appendix 3, it was agreed that a decision be delegated to the Investment Committee pending further information being provided to them for consideration.

Resolved:

- (a) That the advice included in the outline assessment form and any respective conditions at Part 3 of Exempt Appendix 2 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme.
- (b) That a decision on Exempt Appendix 3 be delegated to the Investment Committee pending further information being provided to them for consideration at a future meeting.
- (c) That the advice included in the full assessment form at Part 2 of Exempt Appendix 4 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme to allow the Managing Authority to issue a funding agreement subject to the proposed conditions set out in the full assessments being fully met.

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Report of the Chief Executive to the meeting of Executive to be held on 24 March 2020

Subject:

THE COUNCIL'S ON-GOING EMERGENCY RESPONSE TO COVID 19

Summary statement:

This paper provides a summary of the Council's approach to COVID 19. The on-going situation around COVID 19 is evolving rapidly. A verbal update will be provided at the Executive meeting.

1. SUMMARY

- This report provides the latest position on the response of City of Bradford MDC and its partners to the coronavirus COVID-19 outbreak.
- The situation is changing rapidly and being widely reported in the media. This report can therefore realistically only capture a picture of priority activity at a given point in time. A verbal update will be provided at the meeting.
- National and local health and social care systems have planned extensively over the years for an event like this, and the UK is therefore well prepared to respond in a way that offers substantial protection to the public, however this is a novel virus and therefore a significant national and global challenge.
- The report sets out the national context in which our response is set, local governance arrangements and the key pledges made by the Council and its partners which act as the framework for planning, action and deployment of resources.

2. BACKGROUND

2.1 The current coronavirus outbreak presents a significant challenge in response to which the UK Government has taken a number of measures including:

- Strengthening legal powers. Regulations have been introduced to keep individuals considered by public health professionals to be a reasonable risk of spreading the virus, in isolation.
- Raising public awareness campaign about hand washing to prevent and slow the spread of coronavirus. Adding COVID-19 to the list of modifiable diseases. This change in law requires GPs to report all cases of coronavirus to Public Health England.
- Setting out as part of The Budget, a package to provide support for public services, individuals and businesses affected by the coronavirus. The measures included additional funding, Statutory Sick Pay changes, an increase in the Business Rates retail discount for one year and a £500 million Hardship Fund to economically vulnerable people and households.
- A further package of support including £330bn of government backed loans to business and extended business rate relief.
- Commencing the “Delay” phase to delay the spread and minimise suffering and pressure on services.
- Advising that everyone in the UK should avoid “non essential contact” with other people. This advice is particularly important for over 70 year olds, pregnant women and for adults with serious health conditions. This included a warning against trips to pubs and clubs and an end to all mass gatherings.
- Announcing that schools would close to most children and young people from Friday 20 March with provision to be made for children of key workers.

2.2 Emergency legislation published in the Coronavirus Bill currently going through Parliament enables temporary action in five key areas:

1. Increasing the available health and social care workforce – for example, by removing barriers to allow recently retired NHS staff and social workers to return to work
 2. Easing the burden on frontline staff – by reducing the number of administrative tasks they have to perform, enabling local authorities to priorities care for people with the most pressing needs, allowing key workers to perform more tasks remotely and with less paperwork, and taking the power to suspend individual port operations
 3. Containing and slowing the virus – by reducing unnecessary social contacts, for example through powers over events and gatherings, and strengthening the quarantine powers of police and immigration officers
 4. Managing the deceased with respect and dignity – by enabling the death management system to deal with increased demand for its services
 5. Supporting people – by allowing them to claim Statutory Sick Pay from day one, and by supporting the food industry to maintain supplies
- 2.3 Locally, City of Bradford MDC has convened and coordinated leadership, governance and communications arrangements for the management of the emergency, the delivery of activity on the ground and the sharing of information, guidance and advice.
- 2.4 The Council has received confirmation of an initial £16m made available by the Government to support our work.

3 GOVERNANCE AND PLANNING

- 3.1 At a national level lead responsibility for providing overall multi-agency command, control and co-ordination throughout the different phases of the pandemic lies with Department of Health and Social Care (DHSC) supported by Public Health England (PHE).
- 3.2 **Local Resilience Forum.** West Yorkshire Local Resilience Forum is responsible for coordinating partner activity at West Yorkshire Level.
- 3.3 **District Gold Command.** Locally, we have moved swiftly to establish a District wide Gold Command Team comprised of senior leaders from across the public, private, voluntary, community and faith sectors. This team is chaired by the Council's Chief Executive and is meeting weekly via teleconference to plan, coordinate and implement our response to COVID-19 and to share information and intelligence about the preparations and activity in each sector to ensure a system-wide partnership approach.
- 3.4 **District Silver Command.** Chaired by the Council's Strategic Director for Place, the Silver Command meets and is operationally focussed on implementing priority

tasks and activity identified by Gold Command.

- 3.5 **Internal Gold and Silver.** District Gold and Silver meetings are mirrored by the Council's internal arrangements - Internal Gold Command, comprising the Council Management Team and other core members of the Gold group which from w/c 23 March will meet daily, and Internal Silver also meeting on a daily basis.
- 3.6 **Political oversight** of activity is achieved with a weekly meeting between members of Executive and the Council's Gold Command team, on-going liaison with the leader and portfolio holders, and briefings to senior members of opposition groups. Measures are in place to ensure that all Councillors receive regular updates.
- 3.7 **Outbreak response plan** – together we are working to implement the Outbreak Response Plan which sets out what should be done in the face of extraordinary outbreaks of flu. Bradford has strong health and care system arrangements and is as well prepared as it can be for this type of outbreak.
- 3.8 In addition to this comprehensive work across the Health and Social Care system, Council and other services are refreshing their contribution to the overall plan and approaches. In order to broaden the planning to take account of the social and economic aspects, District Gold Command has set out five pledges which are forming the framework for decision making and action on the ground.

Our collective pledges are to:

- Ensure that vulnerable people get the health and social care they need.
- Support the resilience of individuals and communities.
- Support the resilience of businesses and workers.
- Maintain critical Council services.
- Ensure that people have the information that they need, know what to do and where to go for support.

4 DELIVERING OUR KEY PLEDGES

4.1 **Pledge 1: Ensure that vulnerable people get the health and social care they need.**

Adult Social Care. One of Bradford Council's key priorities at this time is to ensure the safety of those who might need additional support through adult social care services. We are working closely with all our key partners and service providers, such as residential and nursing care homes, home support and supported living services and following government guidance in the way we respond to the COVID-19 virus, As a result, there may be some changes to the way services need to be

delivered.

Changes to service delivery. In a residential care setting, it is likely that the care home will be asking visitors to follow the latest social distancing advice or cease visits.

For those who usually attend a day time active, we will be asking those providers to work with us to support people in other ways from their own home for this period. In supported living settings, workers will be helping people to observe the social distancing guidance.

There may be variations to home visits to help with personal care including different care workers coming or a change to the times of visits. This is because care staff also need to follow the guidance and self-isolate for a period if they, or a family member, is unwell.

To reduce the risk of spreading infection, we must have strict restrictions on the numbers of family and friends visiting hospitals and care homes. It also means that planned care may be delayed.

Working with care providers. For the provision of social care the Council is assessing the District's social care market in order to identify and address potential weaknesses. We are working closely with the NHS to make sure that anyone in need of care is able to access it.

We are working with the independent sector to create a monitor of private sector staff levels to be able to manage workforce issues and care across the system. We are working closely to ensure that people are protected from infection and kept out of hospital while continuing to get the care they need.

Care providers are struggling to get regular supplies through normal routes and are struggling to get additional items from supermarkets – this is causing time to be wasted that could be provided on support.

Personal Protective Equipment (PPE) Action is being taken so that providers have the protective equipment required to do their jobs safely. All social care providers have been sent PHE guidance on preparing for COVID-19 and local public health services have been providing advice on how to protect vulnerable residents. There are however concerns about the availability of Personal Protective Equipment (PPE) for the Local Authority and whether stocks will be made available for social care workers.

Workforce issues and capacity. There are already issues with the workforce. Some areas have seen 25% reductions in staffing due to self-isolation or domestic care issues. We working to ensure that we have enough people on the ground so that anyone needing health care for any new or existing conditions is able to access it. For example, the University of Bradford is working with the Council and health and care services to sustain placements of third-year students to support capacity. Alongside colleagues who are building a bank of volunteers we are looking to establish what support and what functions the voluntary sector can take on to

support our work in adult social care.

There is concern that frontline workers should have testing available for them to ensure they are not compromising the safety of others. Similarly, patients in home care settings may also need testing to ensure no transmission between homes.

Care workers on zero hours contracts also need adequate financial support to ensure anyone who should be self isolating isn't pressured into working due to money worries.

Supporting vulnerable children. Following the government's announcement that all schools in England would close on Friday 20 March for the foreseeable future, the Council has stated that its priority during this period is to protect vulnerable children making sure children are fed and make sure further pressure is not put on vital health and social care services. It is working to identify and support those children, including children looked after and those entitled to Free School Meals.

The Council is also working with special schools to look at how they can provide support and respite care for children and parents who would normally attend those schools and who have complex underlying health conditions.

Public Health and Better Start Bradford are developing Q&A guidance for early years vulnerabilities.

4.2 Pledge 2: Support the resilience of individuals and communities.

Mobilising community and civil society resources and assets will form a key element of our approach to identifying, supporting and safeguarding vulnerable people.

Some people rely on family, friends and neighbours for care and support. Coronavirus will likely disrupt these networks. We know that others have no local support at all. That's why we are working together with communities and Councillors to identify and contact people in need of help, who may be at risk or who just need some reassurance. Together we are mobilising resources and volunteers to make sure that everyone who needs support gets it and is able to stay safe and well. Many people are coming forward to volunteer and we are working with local organisations to coordinate action so that everyone, including carers, gets the help they need.

In order to support our communities we are prioritising the co-ordination of the volunteering effort building on the significant levels of goodwill, community spirit and active citizenship. This is the only way that we will be able to reduce the negative impacts on our most vulnerable people and in doing so we will help to save lives.

To build and maintain resilience and try and manage demand on volunteering solutions we are encouraging a hierarchy of:

Can family help?

Are there friends and neighbours who can support you?

What can we do to connect you to help and support?

We are working with partners, the VCS, volunteers and councillors to map local assets and identify vulnerable people. The role of councillors, as known and trusted individuals and as community leaders will be critical over the next three months, any beyond.

Food and supplies. We are looking to create two 'depots' for the storage of food and consumables to be distributed through a network of community anchors in each constituency. The Council is also working with local food producers and suppliers to ensure food sufficiency across the District.

Action is also being taken with partners to provide street food and support the homeless, top up fuel benefits and address potential eviction issues for vulnerable people.

Community Anchors and community hubs. A District wide network of community anchors will be the focus of volunteer coordination and the place where food parcels etc. will be distributed and collected from.

Sitting underneath these will be a series of 'community hubs'. These will provide the local interface between individual people needing support and the coordinating anchor organisations. Activity is overseen by a 'Community Bronze' comprising Council staff, VCS, Health, InCommunities, Faith and food bank representatives.

Ward teams. There will be a dedicated team of ward officer representation, Wardens, VCS, Police and PCSO and Community Partnership. In the longer term these may include staff that can give advice on welfare and benefits and mental health support etc. Funding has been delegated to ward Councillors to support activity on the ground in their locality.

Volunteer hotline. Customer Services and IT staff have established a Covid-19 volunteer hotline and over 50 calls were received on the back of our double page spread on COVID-19 in the Telegraph and Argus. Calls for help and offers to help people will be automatically routed from the call centre to Bradford Volunteer Centre, where they will be 'triaged', checked for legitimacy (DBS) etc. and then despatched to the five hubs, where we will ask that the hub team review and match the need to the offer.

People wanting to volunteer to help during the coronavirus response should call Bradford Council on **01274 431000** to leave their name and contact details.

Vulnerable people who have a particular need can also leave their details which will be passed on to the relevant service.

Basic posters have been prepared to put up in local shops containing the Contact Centre telephone number and other basic information such as the benefits helpline telephone number.

Volunteering support - There are some simple things that people can do if they want to help: look out for neighbours, donate food or cash to food banks and shop responsibly so there's enough food and supplies on the shelves for everyone.

Other voluntary action could include but is not limited to:

- collecting and delivering medication
- befriending / social support
- advice and signposting
- addressing potential additional needs at food banks
- pet care and dog walking
- checking in via phone with people who may need assistance
- helping a vulnerable person with practicalities like food shopping and deliveries.
- adding capacity to key services like social care and health in case of staff shortages.

Community Safety. As people start to enter prolonged periods of self isolation there will be a huge impact on families and a potential increased risk of domestic abuse. The Council's Domestic and Sexual Abuse service is working on plans on how to support existing and potential victims.

Communications - Council Communications are working alongside colleagues from VCS Assembly, NHS (CCG'S), Bradford Talking Media, Council for Mosques, Neighbourhood Services and the People Can/Safer and Stronger Communities Teams.

The immediate priorities are:

- Developing a range of key messages for all our communities – particularly focussing on hard to reach groups who may need materials translating or additional support to understand messages
- Setting up processes and co-ordination of volunteers and dissemination of messages about how to volunteer and what you could do to help your neighbours
- Identifying who may need help, encouraging people to self refer and developing a system through our voluntary groups and volunteers to provide the support required

4.3 Pledge 3: Support the resilience of businesses and workers.

This is a critical time for our thousands of businesses. Bradford Council is committed to doing all we can to support businesses through the coming weeks and months during which time we will focus on response, recovery and re-thinking. We are currently in the response phase with a priority focus on the following areas:

- Identifying vulnerable or 'at risk' businesses across the district
- Identifying and co-coordinating support to businesses both from central government and locally.
- Ensuring effective communication to businesses on behalf of the Council and partners.
- Identifying priority sectors and mobilising an effective support response.
- Working across the Council and key stakeholders to ensure as many Bradford businesses stay in business and employees keep their job.

- Develop tools, resources and support mechanisms for Bradford Businesses to stay resilient

Following recent announcements made by the Government about the financial measures to help support businesses through the crisis, we are prioritising our efforts to ensure all businesses receive the financial support they are eligible for as soon as is possible. We are also working closely with partners to co-ordinate the wider business support offer to give firms the best chance of weathering the current economic storm, and when things do start to improve, ensure they are can recover and grow.

Business rates. The Chancellor announced 3 schemes that will impact on our business rate payers. This was further supplemented by his announcements on 17 March 2020, where relief was extended further:

- An extension of the retail relief scheme from 50% to 100% for 2020/21 only that will also now include hospitality and leisure businesses. There are currently 1,232 retail businesses benefiting from this and the extension to include Hospitality and Leisure business will benefit around an additional 1,000 businesses.
- A grant of up to £25,000 will be provided to retail, hospitality and leisure businesses operating from smaller premises, with a rateable value between £15,000 and £51,000.
- Any small business that currently receives small business relief will be entitled to £10k (was £3k) grant. There are 9,784 current recipients of this relief.

Added together these rates relief and grants schemes will benefit over 12,000 businesses in the District.

The Council are not currently able to re bill these businesses, so have written to them all to explain what will happen. The Council has also taken steps to avoid collecting the April payment where we are confident the business will qualify for one of the reliefs.

The Council are starting to carrying out due diligence on high risk businesses to ensure their legitimacy and entitlement to businesses grants.

The Council is likely to be in a position to start making grant payments to around 5,000 businesses but central government guidance issued to Councils on 19th March is now requesting no payments are made until early April. A financial settlement for this is still outstanding from central government. The cost would be in the region of £130m - clearly beyond our capacity.

Support for business. The Council is now ensuring that measures being announced by central government are communicated and prioritised to businesses as quickly as possible.

Work that is underway includes:

- Developing a pathway for sign posting businesses to the right guidance/advice and support
- Economic development service and WYCA logging business enquiries related to Covid-19
- Key communications messages to businesses being developed
- Identifying possible business failure through business rates database.
- Business intelligence - bringing together business intelligence sources so we know what businesses are operating in the district, what sectors are they in, number of employees etc. so we can prioritise and target our support more effectively
- 163 businesses have been contacted to inform them that the Council is suspending scheduled Court hearings until further notice

We are prioritising hospitality as the most critically affected sector, identifying affected businesses through business rates/companies house/Fame data and tailoring and collating to communicate the support offer.

Council impact on business. We are working to achieve a clear understanding of the Council's impact on the local business community as a landlord, purchaser of goods and services from local business, supplier of business support services such as waste collection and as a strategic delivery partners on infrastructure projects – which businesses and what help can give?

As part of this, the Council is looking at bringing forward its commitment to pay suppliers within 28 days.

Creative industries. Bradford Council has moved fast to announce a pilot project to support creative practitioners devise new ways of helping people to connect with each other without leaving their homes and create a sense of community. Details are available at the Council's web site.

Manufacturing production. Work is being undertaken with local manufacturers that may have capacity to support production of respirators and other medical equipment.

Workforce. We are developing a clear understanding of the support offer for those employees who are made redundant working with Employers, DWP, skills agencies, housing providers and others. As part of our response we are developing a recruitment programme offering opportunities in public services to help meet the demands of the crisis. Work is on-going to develop the programme to enable this involving short training course provision and DBS checks.

Business Concerns other issues that businesses are raising include:

- Extension to operating hours from those currently permitted under existing planning consents.
- Request for daily collection of refuse.

- Request for police visibility..
- Request for additional space to store food stuffs.
- Request to get key worker designations.

4.4 Pledge 4: Maintain critical Council services.

Between us, local partners have decades of experience of planning for emergencies which we are putting into action. This includes making the most of all our assets by identifying the most important activities, working flexibly to share resources and staff and supporting people to work from home. Services are already seeing increases in demand and changing priorities in the frontline and behind the scenes. Staff are responding by displaying all the qualities we need to see us through - professionalism, commitment, flexibility and team work.

Priority Services and key workers. The government have published information on the occupations that qualify for key worker status. The Council along with partner organisations has taken immediate action to identify key workers in its workforce including those who have caring responsibilities and will need support to ensure that these are carried out including maintaining educational provision. Key workers are being provided with a letter of confirmation.

Priority services will be maintained but may be delivered differently; these include adults and children's social care, housing support and bereavement services. Waste and recycling collections are operating business as usual at the time of writing.

Working with schools. Council officers have met with head teachers from both special schools and mainstream schools to develop emergency plans. These will support schools that remain open to provide education and childcare for the children of critical workers and vulnerable children. The measure will see schools opening from 8am to 6pm Monday to Friday and will include ensuring identified children who attend school during this period receive either a hot meal or a nutritious packed lunch during these times of operation.

Information, advice and guidance has been sent to all schools and will be published on the Council's website. This provides the latest health guidance on coronavirus (COVID 19), signposting to a range of additional support parents may wish to access, and also has answers to frequently asked questions. Our Family Hubs and early years providers will also be using this information to support parents and carers.

Service Closures. Reluctantly, we have had to take the decision to close Bradford Council run museums and galleries, sport and leisure centres, theatres and residential outdoor centres for the foreseeable future as well as stopping all events, tourism services and training courses. Both Bradford Council run and community run libraries are closed. A Keighley Town Council bye election has been postponed. We are looking at how staff released as a result of service closures or reductions in service levels can be redeployed to support the wider effort and maintain other critical service areas.

Protecting staff. We are doing all that we can to protect staff in the workplace so that they can continue to deliver services. This includes enabling those who can to work from home, holding meetings by teleconference, providing access to hand washing facilities, creating distance between ourselves and our visitors. We have ordered additional sanitizer, wall mounted dispensers, tissues, cleaning fluid, soap, disposable gloves and covered bins for workplaces. These will be distributed with priority for customer contact areas and front line employees. We are working hard to secure supplies of personal protective equipment (PPE) for people who have to have close contact e.g. in social care, with others. Council staff have been provided with advice on social distancing.

Home working. Council staff have been prioritised for home working and there has been a significant increase in the numbers of staff supported to work from home. The council can now support 3,500 home workers.

VCS Contractual arrangements. We are reviewing contractual and commissioning arrangements with voluntary and community sector partners to allow them to adapt these to current circumstances and help to deliver the core services that are needed to see us through.

Business continuity. All council departments are keeping their business continuity plans under review to ensure that they remain fit for purpose, support the workforce and cover essential services should large numbers of employees be absent at any one time.

Weekend working. Arrangements for weekend working are being made including for senior management cover.

Political Governance and decision making. The Council's political leadership retains oversight of activity on an on-going basis. Meetings have had to be cancelled. Meetings of the Executive and other essential business such as planning and school appeals will be undertaken remotely where possible.

Meetings of Gold and Silver command will also be held remotely. All key decisions and the rationale behind them that are taken by Gold and Silver are being recorded.

4.5 Pledge 5: Ensure that people have the information that they need, know what to do and where to go for support.

Communicating quickly and effectively with residents, businesses and community organisations is one of the most important things that we can do in a rapidly changing situation. This includes listening to concerns as well as providing trusted information, advice and reassurance and helping people to adapt to the circumstances. Our teams meet frequently to exchange information and intelligence, update each other on national advice and guidance and agree how best to communicate what people can do to help themselves and to help others.

Arrangements are in place to coordinate and support communications across partner organisations including regular liaison between key communication leads. A Daily Intelligence brief is being developed by Public Health.

Communications Capacity. Each of the Council’s project teams working on the delivering of our pledges has dedicated communications support as do web, social media and internal staff communications. Strategic District wide communications capacity has been bolstered by the appointment of external support.

Delivery. Communications, information and advice are being delivered through a variety of channels including:

- The Council web site.
- Media releases – including a two page spread in local newspapers setting out our collective response and five pledges.
- E- bulletins which people can sign up to at our Stay Connected Site.
- The Council’s twitter and Facebook accounts.
- Internal staff communications through the Council’s intranet site “Bradnet”, staff bulletins, management briefings.
- Councillors and MP’s are receiving regular dedicated updates.

Council contact centres. Key customer services points remain open to offer advice and information about Council services and our 431000 number is also directing people to information and advice including signposting people who are wishing to volunteer to assist in the emergency.

5 FINANCIAL & RESOURCE APPRAISAL

5.1 The impact upon the Council will be such that the budget approved by Full Council in February 2020 will be materially impacted and will not be the budget delivered during the financial year.

5.2 The budget will be impacted in a number of ways-

1. The impact of complying with government requirements such as the closure of Leisure centres and theatres, and the cost implications / lost revenue arising from such decisions

2. The consequential impact of self isolation and reduction in leisure and group activities, such as reduced parking revenue.

3. The additional costs in providing social cohesion and community support to vulnerable individuals, residents and business across the District.

5.3 Silver and Gold processes have been established to ensure issues and their financial implications and captured and subject to specific approval processes. Financial Processes and enhanced financial monitoring has been established to specifically focus on these issues., and ensure decisions and their impacts are supported by clear audit trail and evidence to ensure spending has consideration of government funding available and opportunities to maximise offsetting any additional costs with additional government funding are maximised.

6 LEGAL IMPLICATIONS

- 6.1 There are no immediate legal implications arising from this report. Government is enacting legislation which provides the legal basis for a variety of the measures already announced. The Local Government Association has requested Government to introduce legislation to allow Councils to undertake business which is not reliant on formal meetings. Bradford's Constitution allows decisions to be made in an emergency, however, without reliance on meetings taking place. In order for democratic accountability to be maintained in the medium term the need remains for further legislation to be enacted.
- 6.2 The situation is such that the Council will need to operate under delegated powers (which means senior officers taking decisions usually after consultation with Portfolio Holders) in order to ensure effective, timely and appropriate decision making and action.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

The situation is changing rapidly and assessment of risk and governance arrangements is being kept under on-going review.

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

The Council and its partners are working to ensure that all equality and diversity considerations are always recognised.

9.4 COMMUNITY SAFETY IMPLICATIONS

Coronavirus presents potential community safety implications across the district. The current unprecedented circumstances may provide some new opportunities for crime and anti-social behaviour as well the possibility of community tensions - especially related to the supply of goods and services. The Council is working alongside the Police and partner organisations to ensure that communities are supported to be resilient and that people, businesses and property stay safe throughout the duration of the emergency.

9.5 HUMAN RIGHTS ACT

No direct issues arising from this report.

9.6 TRADE UNION

There is positive dialogue with the trade unions about the approach to this issue given the impact on our workforce.

9.7 WARD IMPLICATIONS

All wards are affected by the impact of Coronavirus and the Council and we are

working with communities and Councillors at a local level in all parts of the District including allocating financial support to every ward.

9.8 IMPLICATIONS FOR CORPORATE PARENTING

Ensuring the health, safety and well being of children in the Council's care is a key priority. Plans are in place to make sure that these children and children at risk get the care and support that they need.

9.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No direct issues arising from the report.

10. NOT FOR PUBLICATION DOCUMENTS

None

11 RECOMMENDATIONS

- 11.1 That Executive note the content of this report and the significant action that the Council, its partners and our communities and volunteers are taking in order to combat COVID-19, keep our most vulnerable residents safe and well, make sure everyone gets the support they need and help our businesses and workforce to remain resilient.
- 11.2 That the Executive puts on record its thanks and appreciation to Council staff for their on-going efforts to address the emergency and urges all staff to take the appropriate measures to stay safe and well and to minimise the spread of the virus.

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