



## **Agenda for a meeting of the Executive to be held on Tuesday, 7 March 2023 at 10.30 am in the Council Chamber - City Hall, Bradford**

### **Members of the Executive – Councillors**

|                     |
|---------------------|
| <b>LABOUR</b>       |
| Hinchcliffe (Chair) |
| I Khan              |
| Ross-Shaw           |
| Ferriby             |
| Jabar               |
| Duffy               |

### **Notes:**

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

### **From:**

### **To:**

Asif Ibrahim  
Director of Legal and Governance  
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## 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 must consider their interests, and act according to the following:*

| <b>Type of Interest</b>   | <b>You must:</b>   |
|---|--|
| <i>Disclosable Pecuniary Interests</i>  | <i>Disclose the interest; not participate the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation</i>  |
| <i>Other Registrable Interests (Directly Related)</i><br><b>OR</b><br><i>Non-Registrable Interests (Directly Related)</i> | <i>Disclose the interest; speak on the item <u>only if</u> the public are also allowed speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation</i>  |
| <i>Other Registrable Interests (Affects)</i><br><b>OR</b><br><i>Non-Registrable Interests (Affects)</i>                   | <i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being<br/>(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and<br/>(b) a reasonable member of the public knowing all the facts would believe that would affect your view of the wider public interest;<br/>in which case speak on the item <u>only if</u> the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation</i> |

*(2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*

*(3) 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.*

*(4) Officers must disclose interests in accordance with Council Standing Order 44.*

## **2. 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.

(Fatima Butt / Yusuf Patel - 01274 4342227 434579)

## **3. 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).

(Fatima Butt / Yusuf Patel - 01274 432227 434579)

## B. STRATEGIC ITEMS

### LEADER OF COUNCIL & CORPORATE

*(Councillor Hinchcliffe)*

#### 4. COUNCIL PLAN - MID-YEAR PERFORMANCE REPORT 2022-23

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The Chief Executive will submit a report (**Document “BE”**) which provides a summary of the Council’s overall achievements in the first six-months of the municipal year 2022-2023. Alongside this is an overview of performance against the Council’s Key Performance Indicators (KPIs) for the first six-months of 2022-23. This overview focuses on measures where there has been new, comparable data since the full-year report provided at the July 2022 Executive Committee.

#### **Recommended –**

- (1) **That the performance against the key performance indicators in the 2021/25 Council Plan be noted.**
- (2) **That members comment on the Council’s performance over the last six-months.**

Overview & Scrutiny Area: Corporate

(Ruth Davison – 01274 432111)

## C. PORTFOLIO ITEMS

### HEALTHY PEOPLE AND PLACES PORTFOLIO

*(Councillor Ferriby)*

#### 5. BEREAVEMENT SERVICES STRATEGY UPDATE

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The Strategic Director Place will submit a report (**Document “BF”**) which provides a progress update on delivery of the Councils’ Bereavement Services Strategy and seeks approval for further projects and the required corporate capital funding.

**Recommended –**

**That Executive approves the following recommendations -**

- (1) Implementation of Phase 2 of the Bereavement Service's Cemetery Delivery Plan at an estimated cost of £5.98m to be funded within the Council's corporate capital programme.**
- (2) To progress with the extension of Bowling Cemetery at an estimated cost of £2.38m as the first project within Phase 2 of the Cemetery Delivery Plan.**
- (3) Delegation of approval of spend to the Strategic Director, Place in consultation with the S151 officer to deliver the first new cemetery as the second project within Phase 2 of the Cemetery Delivery Plan subject only to further review by PAG.**
- (4) Instruct the Strategic Director Corporate Services to commence preliminary negotiations for the acquisition of sites identified for possible development as major cemeteries.**
- (5) That Executive receives a further update report on the Bereavement Strategy delivery plans, to include details and options for the development of a major cemetery and to approve acquisition of the necessary land.**
- (6) Welcomes and supports the progress made to date on delivering the crematoria investment programme within the Council's Bereavement Services Strategy.**

Overview & Scrutiny Area: Regeneration and Environment

(Phil Barker - 01274 432616)

## REGENERATION, PLANNING & TRANSPORT PORTFOLIO

*(Councillor Ross-Shaw)*

### 6. EXCEPTION TO THE FORWARD PLAN

#### NOTE

*Items 7 & 9 are included on this agenda as 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.*

*Accordingly, the proper officer has notified in writing the Chair of the Regeneration & Environment Overview and Scrutiny Committee of the matter on which the decision is to be made.*

### 7. HOUSING REVENUE ACCOUNT BUSINESS PLAN 2023-2028

83 - 122

The Strategic Director of Place will submit a report (**Document “BG”**) which seeks approval to the draft Housing Revenue Account (HRA) Business Plan which sets out the council's strategic approach to the future maintenance, repair and refurbishment of the council's affordable housing stock.

**Recommended –**

**That the draft HRA Business plan be approved.**

Overview & Scrutiny Area: Regeneration & Environment

(Alan Lunt - 01274 434748)

### 8. EXCLUSION OF THE PUBLIC

**Recommended –**

**That the public be excluded from the meeting during consideration of Appendix 1 to Document “BH” the item relating to Participation in Government Funded Local Authority Housing Fund Initiative (Document “B”) 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 they were present, exempt information within Paragraph 3 (Finance 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 excluding public access to the relevant part of the proceedings outweighs the interest in publication of the report.**

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

**9. PARTICIPATION IN GOVERNMENT FUNDED LOCAL AUTHORITY HOUSING FUND INITIATIVE**

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The Strategic Director of Place will submit a report (**Document “BH” – which includes a Not for Publication Appendix 1**) which seeks approval to participation in the Governments Local Authority Housing Fund initiative. The initiative makes grant funding available for the acquisition of dwellings as temporary accommodation for households currently provided with leave to remain in the UK as part of the Ukraine and Afghanistan resettlement schemes. At the conclusion of the scheme, the dwellings are to be added to the council’s general needs housing stock in order to meet local housing need.

**Recommended –**

**That Executive;**

- (1) Confirm the Council’s involvement in the Governments Local Authority Housing Fund Initiative**
- (2) Provides approval to officers to agree and for the council to enter into the required Memorandum of Understanding with the Department of Levelling Up Housing and Communities for the delivery of the Local Authority Housing Fund**
- (3) Subject to further review of the financial position, an analysis on property and rent values will be required to determine if the Council can provide match funding as detailed in Not for Publication Appendix 1 towards the acquisitions of the properties described in this report.**
- (4) Instruct officers to commence the task of identifying appropriate properties for acquisition.**
- (5) Authority be given to the Strategic Director of Place in consultation with the Strategic Director of Corporate Resources and the Director of Finance & IT to progress with property acquisitions as part of the Local Authority Housing Fund.**

Overview & Scrutiny Area: Regeneration & Environment

(Alan Lunt - 01274 434748)

## 10. CITY VILLAGE REGENERATION SCHEME

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The Strategic Director of Place will submit a report (**Document “BI”**) which seeks the Executive’s endorsement of the strategic regeneration proposals to create a new ‘City Village’ in the heart of the City Centre, and to authorise the procurement of a preferred private sector Development Partner to assist the Council in planning, preparing and delivering the project.

**Recommended –**

**That Executive Members:**

- (1) Approve the strategic regeneration concept, objectives and proposals to create a new ‘City Village’ at the heart of Bradford City Centre,**
- (2) Authorise the Strategic Director of Place, in conjunction with the Strategic Director of Corporate Resources to proceed with the appointment of preferred developer under the Pagabo framework as the Council’s preferred Development Partner for the Stage 1 Pre Development Services Agreement.**
- (3) Request the Strategic Director of Place to provide a further report in due course to the Executive with a project update, delivery plan and funding proposals and if recommended to request Members’ approval to progress to the Stage 2 delivery elements of the Scheme.**

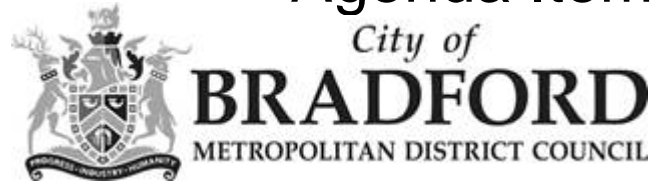
Overview & Scrutiny Area:  
Regeneration & Environment Overview and Scrutiny Committee

(Simon Woodhurst - 01274 433789)

## 11. MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY

To receive the minutes of the meeting(s) of the West Yorkshire Combined Authority held on 8 December 2022 ([Please click here for minutes link](#)).





## Report of the Chief Executive to the meeting of Executive to be held on 7 March 2023

**BE**

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### Subject:

**Council Plan - Mid-Year Performance Report 2022-23**

### Summary statement:

This report provides a summary of the Council's overall achievements in the first six-months of the municipal year 2022-2023. Alongside this is an overview of performance against the Council's Key Performance Indicators (KPIs) for the first six-months of 2022-23. This overview focuses on measures where there has been new, comparable data since the full-year report provided at the July 2022 Executive Committee.

### EQUALITY & DIVERSITY:

The Council plan is underpinned by cross cutting principles one of which is: Equalities must be at the heart of what we do – 'This means everyone can access services regardless of their background, that we embrace our different communities across the whole district and that we build an inclusive organisation.' This report sets out a range of activities by the Council and in collaboration with partners to address inequality and improve opportunities for communities across the district.

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**Overview & Scrutiny Area: Corporate**

## **1. SUMMARY**

- 1.1 This report provides an overview of our performance within the first six months of 2022-23 and is presented as follows: -

**2. Background** - outlines the overall context in which we are operating

**3. Key Achievements** – Summary by Outcome Area – highlights our performance over the first six months of the 2022-23 municipal year

**4. Summary of performance against Council Plan outcomes**

**Appendix A** Contains the detailed KPI Review

**Appendix B** Contains case studies of the underpinning principles in action.

## **2. BACKGROUND**

- 2.1 This report covers the first six months of the second year (2022-23) of delivery of the Bradford Council Plan 2021-25. During this time, the Council and its partners' focus has been on protecting people and service delivery from the impact of inflation through fuel price increases, interest rate increases and the increase in costs and supply of goods and services caused in part by the war in Ukraine and supply issues following the pandemic.
- 2.2 In addition, the two resignations and consequent leadership contests within government led to further uncertainty that saw interest rates and inflation increase further. National Government shifts in fiscal and monetary policy over a short period of time led to more uncertainty and anxiety as universal measures to support people facing huge increases in their energy bills were halved.
- 2.3 To support our residents through the cost of living crisis we have worked in partnership to provide up to date, and updated in real time, information, advice and sign posting to support via a website and app, managed by our partners CABAD. We have also provided 45k hard copies of the information, with a second print-run underway. Hard copies are distributed through services, by voluntary and community organisations, in community settings, and through our libraries. We have also helped to establish over 200 warm spaces to ensure our residents can access heat and a warm drink during the cold winter months.
- 2.4 This period has also seen Bradford win City of Culture 2025. City of Culture places Bradford at the heart of the country's cultural conversation and will attract talent, resources and national attention. It will change perceptions of the District, help to build local confidence and civic pride and generate new skills and jobs with culture central to our plans for generating clean economic growth. The bidding process alone has delivered almost £1.5m worth of positive media coverage and secured a return of £5.2m on an initial investment of £1.4m. More is set to come – 2025 will see Bradford District host over 1,000 new performances and events including major arts festivals and national and international collaborations. City of Culture status could see the District bring in an extra £700m, create 3,000 jobs and attract over a million visitors as well as building new skills and capturing the social and well-being benefits of culture and cultural participation.

- 2.5 The Council published a Prospectus setting out why Bradford must be a national priority for levelling up. The document demonstrates how investing in the District's economy so that its performance at least matches national averages could be worth an additional £2.6bn to the local economy, an extra £3k a year to local workers' incomes and up to £1.6bn in the value of improved skills.
- 2.6 During this period, we continued to support the smooth transfer of services to the Bradford District Children's Trust, whilst also continuing to support improvements in children's social care. Transfer is expected to be complete for the start of the new municipal year.
- 2.7 Our Kickstart programme saw over 800 young people supported on their journey into work and culminated in a celebratory event in November 2022. One of the biggest programmes delivered across the country, we have also undertaken projects to support young people with learning disabilities into work.
- 2.8 A highlight during the period was the award of £4.7m for the Health Determinants Research Collaboration which will see Bradford undertaking innovative research that will trail blaze evidence based decision-making and practice, ensuring the district's public services and their partners make best use of scarce resources for the benefit of our residents. This builds on initiatives, partnerships and research collaborations already working across the District such as Born in Bradford, ActEarly, Better Start Bradford and extensive work to bring all partners together to contribute to formalise and build the Collaboration further.
- 2.9 We also undertook a review of our Equality Objectives and Plan following the LGA Equality Peer Review in November 2021. Our Equality, Diversity and Inclusion Plan 2022-25 was approved by Council Executive in November 2022 and reflects the LGA review's recommendations and feedback received through consultation with stakeholders. The reviewed plan has planned out to include actions to support progress in across more of the protected characteristics – such as disability and LGBTQ+. The LGA returned in November 2022 to complete their review and were pleased with our progress since their last visit.
- 2.10 Our challenges during this period have been significant, and are increasing. Of the 36 key performance indicators reported against in this mid-year report, we have seen an improved performance against 18 since our last full-year report.
- 3. KEY ACHIEVEMENTS** - Summary by Outcome Area – highlighting our performance over the first six months of the 2022-23 municipal year.



## **BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY**

Regeneration transforms the district to bring economic, social, environmental and cultural benefit by giving residents the opportunity to

flourish creating improvements in wellbeing. Highlights include:

### **One City Park**

The first new office building to be developed in Bradford for 25 years. The council is developing it in partnership with Muse to attract serious corporate investment, stimulate business growth, create high quality jobs and attract further regeneration investment into the city centre.

The building will provide 56,403 sq ft (5,240 sq m) of Grade A office workspace across five floors. The building will be complemented by new public realm and feature a range of green design elements including high-performance glazing, photovoltaic panels, air source heat pumps, electric car chargers and secure well-designed cycle storage. Practical completion is programmed for late summer 2023.

### **Bradford Live**

A major £22m redevelopment of the former Odeon cinema creating the biggest 'mid-size' venue in the country outside London with a capacity of 4,000. NEC have entered into an agreement to lease with Bradford Live to operate the venue. The project has secured a £959,500 grant from the National Lottery Heritage Fund and £4 million from the Government's Northern Cultural Regeneration Fund. Due to open in early 2024.

**Darley Street Market** – A £23m scheme to convert the former Marks and Spencer store and adjacent properties into a new City Market is well underway and is expected to open in autumn 2023. Bradford's transformative new markets scheme has been designed to spearhead the city's green recovery by creating a modern new ecological retail space for the city's market traders.

### **City of Culture 2025**

Bradford will be City of Culture 2025. The bidding process engaged thousands of people, organisations and businesses and generated a groundswell of local pride and creativity that will form the platform for delivery of City of Culture.

The bidding process delivered almost £1.5m worth of positive media coverage and secured a return of £5.2m on an initial investment of £1.4m. 2025 will see Bradford District host over 1,000 new performances and events including major arts festivals and national and international collaborations. City of Culture status could see the District bring in an extra £700m, create 3,000 jobs and attract over a million visitors as well as building new skills and capturing the social and well-being benefits of culture and cultural participation.

Youth, diversity and our rich cultural heritage formed the core of the Bradford bid and will continue to be at the heart of our year of culture. Bradford Council's Executive will consider how the District can maximise the opportunity, continue the commitment to culture and creative industries and build a better place to invest, promote and live when it meets on 7 June.

**Northern Powerhouse Rail.** We have continued to campaign and lobby for a new high speed rail city centre station. A city centre station will bring over £167bn of annual economic output within a 35-minute journey of the city, create 27,000 new

jobs, unlock a regeneration site three times the size of Canary Wharf and open up access to a labour market of 6.7 million people.

### **UK Shared Prosperity Fund (UKSPF)**

Bradford will receive £7.5m via West Yorkshire Combined Authority to support: culture, ongoing regeneration, and local communities to meet their needs. The three key themes for the Bradford District are:

- Culture is our plan
- Building on the regeneration that is currently ongoing in Bradford to create opportunities
- Supporting communities to meet local needs.

The funding will be used to: support local groups and communities to address poverty and tackle inequalities, invest in the Voluntary, Community, Social Enterprise Sector (VCSE) and to build on the success of securing the City of Culture 2025 title and supporting our towns to thrive. We will also work with our communities to improve green spaces and areas of cultural importance. The primary goal of the funding through UKSPF is to build pride in place and increase life chances across the UK.

The Council has already provided £50k of grants to local cultural and creative projects, part of a total of £100K, with the second grant phase currently under way. Through UKSPF, we have also secured funding to provide local small businesses in Keighley with grants to accelerate business growth and stimulate new jobs.

### **Supporting Youth Skill Development**

Our Kickstart programme was one of the biggest in the country with 813 participants, placed either through our own employer gateway or with the Council as an employer. Presently around 60 percent of our Kickstart participants have entered sustained employment. SkillsHouse hosted a celebratory event in November 2022 to mark the success of all those taking part, over 850 people were invited and 11 young people received awards for their outstanding contribution. Two local employers also received special recognition for their contribution to the scheme.

### **Supporting job seekers with learning disabilities**

Bradford is one of 24 local authorities to secure £350k of new funding from the Department for Work and Pensions (DWP) as part of a new government initiative to provide extra support to job seekers with learning disabilities and autism. Up to 100 adults with learning disabilities, autism or both will be supported by the LSE initiative to move into competitive employment and provide the help they need to maintain that employment. The LSE will run in Bradford from November 2022 until March 2025

### **Community Renewal Fund Retrofit Hub**

The project, focussed on the Manningham and Toller wards of Bradford, has had a delivery extension approval to 31 October 2022. As part of the extension the number of whole house retrofit plans was increased to 150. To date, 122 whole house surveys have been completed, and 75 decarbonisation plans posted to the householders.

### **Bradford Manufacturing Weeks and Tech Week**

Delivered through partnership, have continued to be significant successes. Last year, the Manufacturing Weeks engaged 4,551 students and Tech Week reached 10,439 pupils.

### **Building Our Future**

Bradford secured £535,000 from the Community Renewal Fund (CRF) to deliver a set of interventions that target some forms of inequality in either the workforce or NEET rates for young people that builds on our existing strong partnerships across employment and skills, and culture.

### **Summer and Winter Unlocked programme**

Developed to support the freelance cultural sector, provides engaging activity in neighbourhoods and encourages footfall back into our city centre and towns. The programmes supported 55 new commissions, 100 days of delivery, reached 25 wards and engaged over 50,000 people across the district.

### **Pipeline of cultural capital projects**

The Cultural Place Partnership has developed a pipeline of 14 feasible cultural capital projects with a total value of c£28m which includes: a new art hotel at the historic Wool Exchange building, securing the long term future of a heritage asset, a major redevelopment of Kala Sangam - the centre for interdisciplinary arts, and two new performance spaces.

### **Bradford Council launches new Digital Strategy for the District**

Bradford Council launched its new Digital Strategy for the district which will help to drive forward the social and economic future of the district. The five-year plan sets out how we will develop the digital infrastructure, skills and businesses needed to continue to build a thriving and connected district.

### **Council awarded £250k to boost volunteering for UK City of Culture 2025**

London 2012 legacy funder, Spirit of 2012 awarded £250k to Bradford Council to develop volunteering in the area, delivering plans set out in its City of Culture 2025 bid. Bradford Cultural Volunteering Programme will lay the groundwork for the programme, recruiting 1,750 volunteers on the run up to City of Culture 2025 and creating pathways into cultural volunteering. The project will be managed by Bradford Council in collaboration with Community Action Bradford & District and Bradford Culture Company - the organisation that will deliver the district's UK City of Culture 2025 programme.

### **New enterprise offers opportunities for growth and jobs**

A preferred bidder has been selected for the soon to be completely restored brownfield site, Parry Lane Enterprise Zone, that offers a single site or smaller plots well located for the M606. Significant site improvements have been carried out that will boost investment and increase jobs in the area. The project is also the first in the district to deliver off site environmental improvements



## **DECENT HOMES**

Staff teams are securing resources to support excellent outcomes for residents who are

homeless or need adaptations. Targeted funding supports new housing developments. Highlights include:

#### **Refugee Integration Service (RIS)**

Bradford Council is one of the partners working with Migration Yorkshire, a partnership of Local authorities in Yorkshire & Humber that was recently awarded grant funding (AMIF) for a new Refugee Integration Service (RIS) programme. The programme is aimed at improving the integration of refugees through: a whole-region' approach, co-ordinating strategic and operational interventions, and refugee participation. Bradford Council aims to contribute to the outcomes by linking up services and co-ordinated approach.

#### **Prevention of Homelessness continue to be above regional and national levels.**

During the first six months of 2022-23, Housing options service received 4,626 approaches for assistance representing similar levels to our peak year of 2021-22. The service continues to perform excellently compared to regional and national statistics.

#### **Helping our residents stay warm**

Following a success in Keighley, the Housing Standards team have also targeted 111 landlords and agents who are letting properties with an Energy Performance Certificate below 'E', in BD3, 4 and 5. Of the 111 properties, 77 EPC certificates have been received showing improvements in energy efficiency in those properties. This exercise follows the government setting new minimum energy efficiency standards for most private rented properties.

#### **Increased Investment Opportunities for Partners**

Bridge, one of our Voluntary and Community Services partners, received non-recurring grant funding to set up the Lotus Recovery Housing Project – an extension to the Lotus Project that engages individuals involved in commercial sex work. Lotus service users are predominantly women, with a small number being men or transgender. Since the Project commenced they have secured 11 properties, and provided exempt accommodation for 13 individuals, all with single tenancies and in the 12 months that the scheme has been running, all individuals have managed to maintain their tenancy through the support of this grant. An additional four people have been housed in the first six-months of 2021-22.



### **SAFE, CLEAN AND ACTIVE COMMUNITIES**

Work to support our district and communities continues to be diverse and wide-ranging. Highlights include:



### **Green flag park awards**

Bradford District's outstanding array of parks and open spaces are among the many things that make it such an awesome place to live, work in and to visit. Six of our parks have once again secured the Green Flag Award. The awards, managed by environmental charity Keep Britain Tidy, under licence from the Department for Levelling up, Housing and Communities (DLUHC), recognise well-managed parks and green spaces, and set the benchmark standard for management of green spaces across the United Kingdom and around the world. Lister Park, Peel Park, Roberts Park, Harold Park, Cliffe Castle and Haworth Central Park all have a Green Flag Award.

### **Strengthening locality working**

Locality working, that recognises one size does not fit all, is now becoming embedded across all of our five Area Committee areas. The vision, to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners, is to address local needs and issues and improve citizens health and wellbeing.

Organisations within the localities are now working towards providing dedicated resources in each locality by joining up thinking, collaboration, and service design and delivering to tackle local issues.

Partners have also deployed the following additional resources to support the initiative: Ten additional police officers working in localities, four Public Health Community Health Development Workers, five Act as One Locality Development Roles working into community partnerships, five Community Implementers through the Reducing Inequalities Alliance.

### **Warm Spaces Initiative**

The Council made a fund of £22k available for smaller community and faith organisations to apply for up to £500 or £1,000 to enable them to provide local people with access to a warm spaces and hot drinks. The funding can be used by small organisations to expand their current provision or set up a warm space. To date 143 warm spaces are registered (with a further 57 yet to register) across the district with: 37 in Shipley, 33 in Keighley, 7 in Bradford East, 25 in Bradford West, and 21 in Bradford South. The spaces open from October 2022 to 31 March 2023. Locations of the registered warm spaces are available via the District's help with the cost of living website here <https://costoflivingbradford.co.uk/warm-spaces-directory/>

### **Cost of Living Public Information Campaign**

In partnership with CABAD, a cost of living guide booklet was published in October 2022 alongside a mobile website and app, that are updated with the latest details of local groups and assistance. The website has seen nearly 63K page views with engagement of content currently at over 178k clicks. The booklet has been downloaded 2,541 times from the website and is on its second 45k print run of the hard copy version. The Council is working with public, private and voluntary sector partners to develop a shared district wide approach to the information, advice and guidance we give out to ensure access to support is made as easy and straightforward as possible and that all information is in real time.



### **Bradford Citizen Coin**

Aimed at bringing local residents from different backgrounds together to engage in local activities, Bradford Citizen Coin enables people to earn digital coins for undertaking social value activities such as volunteering. The earned coins can then be used to get discounts against goods and services or can be donated to other people and organisations.

One local organisation that has joined the scheme, Free2b-Me said:

*“We are Free2b-me and we support LGBT people with their various needs such as mental health and wellbeing, physical activities, people seeking asylum, 24-hour WhatsApp support, social hubs, we support people with phone data, food, raising voices and challenging procedures especially for marginalised groups We joined Citizen Coin because it helps with people seeking asylum, coins give them a little something where they can get food and stuff. We like Citizen Coin because it supports everyone, the people get the benefit, organisations benefit, businesses benefit. It’s a win-win all round.”*

To December 2022, the site had attracted over 2k registered users, with 111 rewarding organisations and 170 participating retailers. The last year (from December 2021-December 2022), saw over 6,400 coins exchanged, representing over a 200 per cent increase in usage over the previous year.

### **Promote the vote**

Bradford Council’s adult services, School of Rock and Bradford Talking Media supported 17 young people with learning disabilities and 13 social work students to go to Westminster to share and discuss Bradford’s ‘Promote the Vote’ campaign. The campaign offers support to young people with learning disabilities around voting. In 2021 the Promote the Vote campaign led to an increase in people wanting to and being supported to vote, up from 4% of residents spoken to in 2019 to 14% in 2021 and a similar level in 2022.

### **The Domestic Abuse Act**

The Domestic Abuse Act became law in April 2021. It introduced new criminal offences and made children victims of domestic abuse in their own right. Various work has been undertaken to ensure the Council meets its duties, such as:

- Task and finish group established to oversee the implementation of the duty to house victims with support.
- Government’s New Burdens Funding for the 2nd year allocated via procurement.
- District trialling different locality approaches to tackle domestic abuse.
- First stage of the bespoke Bradford DASV website and the #NoNo (Not ok. Never ok) campaign launched in September 2022. Several survivor voice films produced are being used by the Police, safeguarding teams, and health to support training.
- Multi-agency training developed, and two acting-on-the-act partnership events took place during the 16 Days of Action.
- Two forums have been held for domestic abuse and sexual violence survivors, and the co-produced 'Hear Our Voice' event took place during safeguarding week.

Children's service's integrated front door has received an average of 400

notifications of domestic violence each month over the last year, a 30 percent reduction from 2021.

### **Hate Crime**

Following hate crime levels stabilising in 2021 the rate of hate crimes reported to the Police has reduced by 2% in the twelve months to July 2022. The impact on rates may be attributed to the changes in crime recording practice which came into force in 2015, with figures only now beginning to stabilise.

Hate Crime Week 2022 - 9-16 October, saw partners coming together to provide, participate at, and promote hate crime awareness events for the Eastern European and African Communities, 'Hate Crime Question Time' and events at Bradford City Football Club.

### **Public space protection order (PSPO)**

The 'Safer Bradford' team continue to enforce the **Public Space Protection Order (PSPO) for antisocial use of vehicles** in partnership with the Police. The PSPO has been operational from Feb 2020 and since then, 97 Fixed Penalty Notices have been issued. Three have been successfully prosecuted for non-payment each receiving a fine nearing £1000.

### **PSPO for anti-social use of alcohol in our urban centres – amended and extended**

Covering Bradford City Centre, and Keighley, Shipley and Bingley town centres, Bradford Council has successfully obtained an extension to this order for a further three years, and following public consultation, amended it to also cover: shouting, swearing, intimidation/harassment of others and urinating in a public space.

### **Stamping down on the harassment of women and girls**

The Police and the Council have also been working in partnership to address of harassment of women and girls from vehicles. A total of 19 Fixed Penalty fines have been issued for harassment of women and girls this year.

Bradford Council's Waste Collection Service have had the first eCollect electric refuse vehicle delivered in September 2022. This is a significant step forward in the council's plan to replace all of its HGVs with electric, gas or hydrogen variants. This initiative is a key part of Bradford Council's ambition to improve health and air quality in the District. It also complements Bradford's commitment to net zero carbon emissions by 2038

### **Remembrance Day Services**

Bradford Council recognises and remembers the sacrifice and suffering of its Armed Forces community through its Remembrance Day Services and through its Elected Member and Senior Officer participation at Remembrance Day Services throughout the district.



## GOOD START, GREAT SCHOOLS

The cost of living crisis and the continuing impact of Covid pose significant challenges. Despite this, improvements and innovations are being made, with two areas being shortlisted for national awards. Highlights include:

### **Holiday and Food Programme (HAF)**

Our HAF programme, a finalist in the Local Government Chronicle's community involvement award 2022, will run until 2024. It provides support for over 35k of our most vulnerable children and families. Over summer 2022:

- 18,935 children benefited from summer activities, of which 16k were in receipt of free school meals
- Over 4.6k holiday activities were provided
- There were over 66,411 attendance days by primary school children; 17,600 by secondary school children; 2,900 families joining in sessions every week; and 1,763 families signposted to support services

The programme's success is a direct result of collaborating with the VCS, schools and a range of council departments.

### **Raising Attainment**

Over this year we have run a range of projects to raise educational attainment:

- Focus on Phonics, Literacy & Numeracy, targeting groups of children at risk of underachieving in Primary Schools (KS1& KS2)
- Reducing Persistent Absence, including providing specialist support for children & young people with SEND
- Investing in Therapeutic Approaches to engaging with Learning
- Capital funding in Digital Inclusion for Disadvantaged Children & Young People, providing access to devices and the internet

### **Children and Young People's Plan**

The district's new Children and Young People's Plan is being finalised. Focussing on what children and young people, their advocates and other stakeholders told us were important - education, physical and mental health, safe homes and communities and skills development - the action plan will be developed in early 2023 in a child-friendly, partnership-led and co-produced manner to meet the needs of the district's children, aged 0 to 25, and their families.

### **Child Friendly District**

Our ambition to become a more child friendly district gathered momentum this year with training provided to Council staff as part of the Child Friendly Cities foundational year and the recruitment, in October 2022, of our new programme lead.

A discovery day, attended by children and young people of primary age up, their advocates and providers, took place in November. Feedback from the event is

helping to inform our focus. A key focus will remain the voice and influence of children, young people and their families using restorative practice to empower them and work with them as key stakeholders.

We want all our children and young people to understand their rights and have a voice and influence over the services they access. We are working, with children and young people, towards creating a district where they can feel: that their voices are heard and respected, safe and cared for, they can live a healthy life, they are empowered to learn and have fun.

### **Anti-Poverty Strategy and Child Poverty Inquiry**

The Council and partners developed a new district-wide Anti-Poverty Strategy aimed at: supporting those in poverty and at risk of falling in to poverty, providing pathways out of poverty and ensuring no one is excluded from participating in the full social, political, cultural and economic life of their communities. In addition, Children's Overview and Scrutiny Committee has initiated an inquiry into Child Poverty across the District aimed at: uncovering ways to improve support for children and families living in poverty, and poverty proofing all our strategies, policies and services to protect our most vulnerable children and families.

### **Uniform savers**

In partnership with Bradford District Credit Union, Public Health funded a pilot saving scheme to enable parents, guardians and carers to save for their children's uniforms. Open to 85 low income families, those who had saved £100 at start of September, received a further £100 to boost their uniform buying power.

### **Act Early**

Bradford and Tower Hamlets ActEarly Programme, a research collaboratory between the councils and research organisations, has during the first six-months of 2021-22:

- Secured: The Health Determinants Research Collaboration (HDRC) funding for both councils, and external funding to support research projects aligned to the Council's priorities
- Contributed to policy to help tackle non- communicable diseases, such as: the extension of our Glasses for Classes programme to a further four local authorities and co-design of the school curriculum as part of our Digital Makers Programme

### **Living well schools**

The living well schools' platform continues to provide schools with support in using evidence based programmes and resources to improve whole school health and wellbeing. As schools recover from the impact of the pandemic, strengthened relationships continue with partners that have enhanced the work done together to improve the lives of school communities (please see case study at the end of the report)

### **Children and the Adversity, Trauma and Resilience (ATR) Strategy**

Continuing to progress in year two of its delivery, it now incorporates a number of funded work streams including: a workforce development programme, a poverty proofing the school day pilot, and expansion of the innovative Ready to Relate programme.

**Breaking the Cycle**

More than 1390 young people have now benefited from the team's intensive, intelligence led support. A number of young people supported through the project have gone on to secure placements and employment. The team have a worker seconded into the District PRU and are working alongside the district Exploitation Hub as an integrated partner working as part of a team around the child.

**Relationships Matter Project (funded through DWP as the reducing parental conflict programme)**

Aimed at increasing awareness of the impact of parental conflict on children in communities and across the children and families' multi-agency workforce, the project provides support and training for practitioners to improve child outcomes and also ensures appropriate support for parents.

**BETTER HEALTH, BETTER LIVES**

Supporting physical activity, and providing information and advice aimed at supporting our residents to take control of their lives once more following the pandemic for a healthier future. Highlights include:

**Launch of new weight management support for adults and children**

Obesity or being overweight carries significant risks to individuals' health and mental health and can impair quality of life. After securing £1m of funding last year, Public Health have now launched innovative child and family, and adult weight management services that offer highly personalised and compassionate support to those families and adults struggling to maintain healthy weight. We are amongst the first English local authorities with such an offer for all residents.

**New Physical Activity Strategy to launch**

Our new co-produced district Physical Activity Strategy aims to: support people to use physical and recreational activity to promote their health and mental health, strengthen community ties, increase productivity in the workplace and reduce the amount of traffic and congestion. It also aims to maximise the use of green spaces and the public realm. The strategy and action plan is due to be signed off and launched in early 2023.

**School aged health – physical and mental health offers**

The newly developed school nursing offer for priority 1 schools consists of: health assessments; assemblies on Public Health topics; one to one work; and staff training on long term health conditions - all with a view to longer term roll out across the district. There are also a variety of offers for social and emotional mental health support. The Mental Health Support Teams are in around 40 schools, and the Educational Psychology Team can support and train schools in whole school approaches to mental health.

**Every Baby Matters (EBM)**

Work aimed at reducing infant mortality in our district continues to be supported by the EBM programme. Now an integral part of the wider Act as One “Better Births” programme, it is supporting a wide remit of work considering the evidence of what works in decreasing infant mortality. Specifically, over the last year this has included investment and innovation in: genetics support; perinatal and infant mental health support; smoking in pregnancy; safe sleep practices; supporting women with substance misuse and increasing the prevalence of breast feeding in the district. Working with partners in health, maternity, education and the VCS and wider across West Yorkshire has increased the reach of the programme.

**Adult Services: Direct Payments and personal health budgets – choice, control, co-production and engagement**

To ensure our approach is person centred, we have undertaken a review of the way we support people on the use of their Direct Payments (DP). We are also implementing a range of new initiatives to ensure our approach is structured around what people are telling us they need. This includes: improving our understanding of user experience and needs, improving training and guidance for social workers, streamlining and simplifying the process to recruit personal assistance and manage the DP process, and building awareness of how funding could be used. This has enabled us to undertake work to build the confidence of people using DPs and Personal Health Budgets, so that they can self-direct their care and increase the take-up of both.

**Adult Services: Act as One Hospital Discharge**

Continuing to perform at a very high level in the top quartile performance in the country in lengths of stay in hospital, estimated to weekly prevent 20-30 people being admitted to hospital and support, on average, 40 people a week out of hospital or short-term home support.

**Adult Services: BEST Home support:**

The Bradford Enablement Support Team (BEST) continues to take 60 to 93 referrals a week from hospitals and the community. Over 80 percent of people accessing short term support have reported satisfaction and positive outcomes.

**Adult Services: Into Employment Programme**

The preparation for adulthood team worked in partnership with the School of Rock and Media (SORM) encouraging local businesses to support young disabled adults to gain skills and experience in the world of work. The programme started in September 2022, with a full paid bursary and two-day of placements each week, term time only). SORM offers qualifications and support for the other three days and will support employers. Of the first cohort of eight, two have secured permanent jobs with the Council with another expected to secure Council paid employment, five have gone on to higher vocational Further Education courses in college including a film/TV production arts course and an engineering access degree course. For the second cohort, so far three placements have been offered in the VCS and four in the statutory sector.

**Website updated to support Adult Social Care Recruitment**

The Bradford Cares website, which provides an opportunity to hear from those already working in Adult Social Care across the department as well as advertising vacancies, has now been updated through a partnership approach with the Bradford Care Association and Act as One (Health and Care Partnership) to include both

opportunities and vacancies for the Council and the independent sector. The site is augmented through a series of on the ground careers fairs in educational and community settings – with support offered in completing application forms.

**Social Care Training.** Bradford will pioneer work to improve training and standards among social workers as part of a project run by the University of Bradford and Bradford Council's Adult Social Care Services. The project will develop a pipeline of future talent for the District through upskilling dozens of frontline social workers and giving students valuable first-hand experience of social work. It will be run as part of the [Bradford Social Work Teaching Partnership](#) and if successful it could act as a template for use in other parts of the country.



## SUSTAINABLE DISTRICT

Our investment in initiatives launched to improve air quality, improve our environment, and reduce waste are paying off. Highlights include:

### **First electric waste collection vehicle joins Council's 27 electric fleet vehicles**

Bradford Council's Waste Collection Service had its first eCollect electric refuse vehicle delivered in September 2022. This is a significant step forward in the council's plan to replace all of its HGVs with electric, gas or hydrogen variants. This initiative is a key part of Bradford Council's ambition to improve health and air quality in the District. It also complements Bradford's commitment to net zero carbon emissions by 2038.

In addition, so far in 2022, nine additional charge points (15 sockets) have been installed at council depots and offices to support the conversion of our fleet to EV. In total there are currently 16 charge points a 27 sockets available to support the council fleet, and more are planned.

### **Electric vehicle charging network expanded**

In addition to the 82 public charging points and spaces for 159 vehicles, the council has received £330.85k from the Government On-Street Residential Charge Point Scheme to expand its network further. The grant covers 75 percent of the funding the other 25 percent being funded via Community Infrastructure Levy. The project will enable 38 neighbourhood charge points to be installed across 14 council car park locations allowing up to 75 vehicles to be plugged in. These new charge points will be in residential areas where there is limited off-street parking, such as areas with terraced houses, cottages and flats, where there are no driveways to install private charge points. The locations are on council-owned land used for parking – either car parks or laybys – which are accessible 24 hours per day. The neighbourhood charge points have recently been installed but are yet to be commissioned. The aim is for them to be operational before the end of this year however, this is reliant on Npower and Northern Power Grid.

### **Reducing greenhouse gas emissions**

Committed to reducing our overall emissions, the Council is participating in the UK Carbon Reduction Commitment Scheme (CRC). The yearly target is a 10 percent reduction on a 2019/20 baseline for corporate carbon emissions. This year the emissions have gone up by 2.61 percent due to services coming out of lockdown restrictions. Figures are listed under 3 scopes:

Scope 1 includes emissions released directly through fossil fuel combustion such as motor vehicles or boilers

Scope 2 includes Indirect emissions released by generating electricity

Scope 3 includes emissions outside our control but associated with our activities

New data now includes: Greenhouse Gas (GHG) emissions from the Council's water consumption and GHG linked to Hotel rooms used by the Council. The Energy Team will be working on new GHG emission reports to cover 2022-23.

Between 2014-15 and 2021-22, total emissions have nearly halved from 42k tonnes of CO<sub>2</sub>e to 22k tonnes. Representing a steady year on year steady downward trend, with a slight increase in 2021-22 due to coming out of lockdown, the overall trend is a reduction in emissions since 2019-20 of just under 14 percent.

### **Bradford Clean Air Zone**

Live from September, with a daily charge to drive into the zone for the worst polluting commercial vehicles not meeting the required emission standards, it aims to improve air quality and thus improve health across the district. It is estimated that poor air quality is associated with 33 percent of childhood asthma cases in Bradford, and research shows that disadvantaged communities in Bradford bear the greatest health burden from pollution, whilst being the least likely to own a vehicle.

The biggest improvements in air quality from the clean air zone will be at Bradford schools, in the health of children, their families and school staff.

The support of local businesses who have already upgraded their vehicles, with the support of the Council and over £30m of Government funding, means that the chargeable non-compliant vehicles are predicted to be 4 percent of all traffic. The CAZ is expected to reduce nitrogen dioxide (NO<sub>2</sub>) by 35 percent and CO<sub>2</sub> by 147k tonnes.

### **Reducing the energy used for street lighting**

The Council is delivering a programme to transition the 60,000 street lights in the District to LED by 2024, providing energy and cost savings. The project commenced construction in April 2021 with completion likely to be late 2024. To date the Council has transitioned 19,756 street lights to energy efficient LED units controlled by a Central Management System providing complete control of the lighting via a web portal. We are working towards providing savings data on a monthly basis by the end of this municipal year.

### **Greengates Junction development**

The Greengates Junction upgrade works, costing £13.7m, have improved traffic flows, air quality, road safety and reduced congestion and journey times at a key point in



Bradford's roads network. Since opening in May 2022, traffic has been flowing well with a few issues caused by the nearby Apperley Bridge Flood Alleviation works. Whilst the major works were completed in June 2022, some additional minor works are planned to take place in 2023.

Works included widening entry roads, upgrading signals and adding a P-loop to allow both a left and right turn from Harrogate Road onto New Line. New cycle lanes, pedestrian islands, and more controlled crossings ensure that cyclists and pedestrians also benefit. Additional landscaping and bench seating will be installed and the Council will optimise the traffic lights by monitoring and evaluating traffic flows.

### **Bradford District Good Food Strategy**

The Bradford Sustainable Food Partnership was established in September to oversee implementation of this soon to be approved co-produced strategy. Under the strategy work is being developed: on the Healthy Sustainable Markets Charter, with fast-food outlets, and an urban farming concept is being explored. School food is also being explored with FixOurFood, a Yorkshire research programme, with the aim of identifying change so that schools can become role models for sustainable food systems.

### **A Tree for Every child**

Over 70 schools have now been involved in this pioneering council project which is bringing extra green cover, fruit growing and practical action on climate change to thousands of our school children.



## **AN ENABLING COUNCIL**

Working to achieve positive social integration, where services and sectors are developed to produce district wide collaboration and improvement. Highlights include:

### **New District Anti-Poverty Strategy**

Co-produced with partners, the new strategy was approved by Council Executive in November 2022. Moving away from the JRF plan to tackle poverty, the new strategy focusses on four pillars: protecting people, preventing poverty, providing pathways out of poverty, and ensuring community engagement by those in poverty. It also adopts a socio-economic duty in tackling inequalities. The Partnership overseeing implementation, the Anti-Poverty Co-ordination Group, has also led on developing the Help with the Cost of Living website and app.

### **Health Determinant Research Collaboration (HDRC)**

Bradford has secured £4.7m of funding from the National Institute for Health and Care Research (NIHR) over the next five years to set up a Health Determinants Research Collaboration (HDRC). The Collaboration will bring together expertise from health partners across the district and region, including Bradford Council, Bradford Institute for Health Research, The Universities of Bradford and York to conduct in-depth research into the causes and consequences of health inequality. In addition, the approach will assess the impact of the work done to address inequality. The findings from this research will help shape local, national and regional policy in order to tackle the issue.

The NIHR funding will be used to employ a number of dedicated researchers, policy makers and support staff for the next five years, as well as establishing an online presence and annual conference so that their findings and best practice can be shared nationally. The focus of Bradford District HDRC currently is to: recruit core staff, provide training across to staff in participating organisations, develop a community of researchers to support HDRC, develop governance for the initiative and a communication plan.

### **Refresh of the Equality Plan**

Bradford Council's new Equality, Diversity and Inclusion Plan was approved by Council Executive in November 2022. Built on recommendations from the LGA Equality Peer Review in November 2021, and extensive consultation during the summer with staff and a wide range of stakeholders, the plan focusses on addressing discrimination and inequality: in the Council's workplace, in its delivery of services, in the local economy and across its communities. Staff training and development sessions are underway across the Council to ensure the Workforce Development Strategy delivers on equal opportunities and equalities as an intrinsic attribute to Bradford Council's work. The Council has also become a key partner in the District's newly established Reducing Inequalities Alliance.

### **Elections**

Of the District's 371.8k electors registered to vote, over 128k turned out at the May 2022 local elections to vote, representing an overall turnout of 34 percent.

Postal votes represented nearly half of the overall total turnout, accounting for 47 (60.5K) percent of the votes cast. Twenty-four percent (90.7k) of the electorate are registered as postal voters

The Elections Act 2022 will see a number of changes to the conduct of elections in future such as the requirement for voters to provide photo ID in polling stations during the May 2023 Local Elections

## **4. SUMMARY OF PERFORMANCE AGAINST COUNCIL PLAN OUTCOMES**

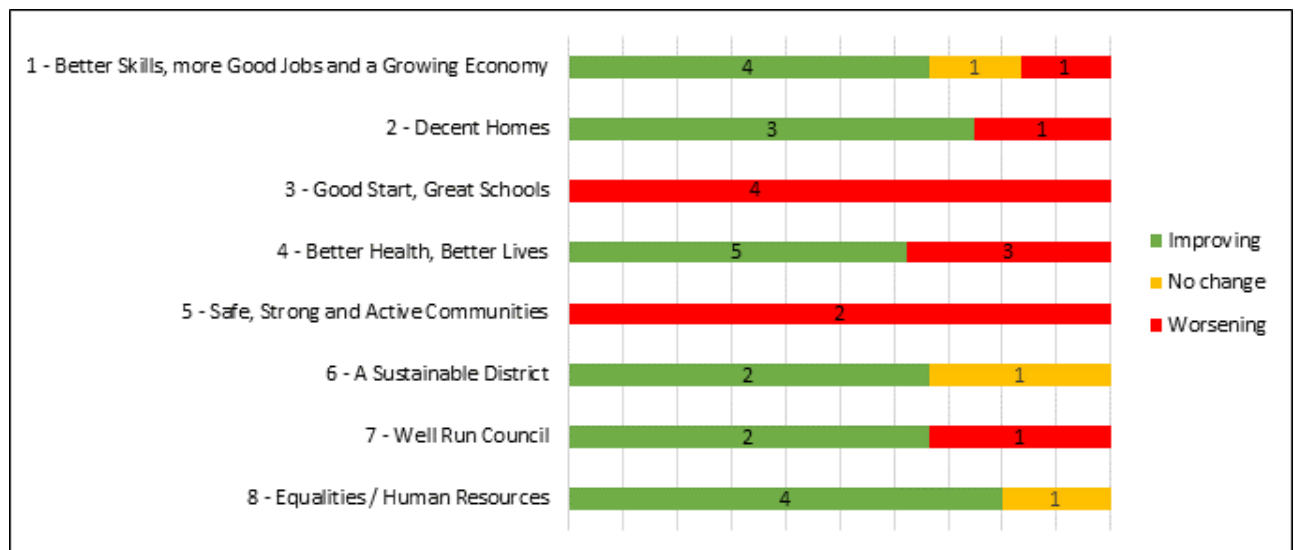
The Key Performance Indicators (KPI) in this report are a set that was agreed at Executive, December 2020, for the municipal year 2021/22.

Figure 1 shows, by Outcome, all of the KPIs, and highlights where new data has been published in the first six months of the 2022-23 municipal year, in the Council Plan. The numbers in the chart relate to the number of KPIs that fall in to each status. Not all

KPIs have had new data published in the first six months of the 2022- 23 municipal year, more detail is available on those that have in Appendix A.

The status in Figure 1 has been determined by comparing the latest data available against its previous reporting period. Those KPIs with a green status have an improving direction of travel. Those with an amber status are where the latest figure available is the same as the previous period, i.e. no change in direction. Those with a red status are where performance has worsened and has moved further away from the desired direction.

**Figure 1: Key Performance Indicator direction of travel summary, by Council Plan Outcomes**



A detailed narrative of the KPIs can be found in Appendix A.

## 5. OTHER CONSIDERATIONS

None

## 6. FINANCIAL & RESOURCE APPRAISAL

There are no specific financial issues or resource implications arising from this report.

## 7. RISK MANAGEMENT AND GOVERNANCE ISSUES

This report is for information only.

## 8. LEGAL APPRAISAL

This report is for information only. There are no specific legal issues.

## **9. OTHER IMPLICATIONS**

### **9.1. SUSTAINABILITY IMPLICATIONS**

This report is for information only. There are no specific sustainability issues.

### **9.2. GREENHOUSE GAS EMISSIONS IMPACTS**

This report is for information only. There are no specific issues.

### **9.3. COMMUNITY SAFETY IMPLICATIONS**

This report is for information only. There are no specific issues

### **9.4. HUMAN RIGHTS ACT**

This report is for information only. There are no specific issues

### **9.5. TRADE UNION**

This report is for information only. There are no specific issues

### **9.6. WARD IMPLICATIONS**

This report is for information only. There are no implications arising out of it for specific wards. However, service managers may need to consider performance of their services at a ward level, and address any issues identified.

### **9.7. AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)**

This report is for information only. There are no specific issues

### **9.8. IMPLICATIONS FOR CORPORATE PARENTING**

This report is for information only. There are no specific issues

### **9.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

This report is for information only. There are no specific issues

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

None

## **11. RECOMMENDATIONS**

- 11.1. That the performance against the key performance indicators in the 2021/25 Council Plan be noted.
- 11.2. That members comment on the Council's performance over the last six-months

## **12. APPENDICES**

Appendix A – Detailed Performance Information and Reporting

Appendix B – Underpinning Principles Case studies

## **13. BACKGROUND DOCUMENTS**

Council Plan

[Full Year Performance report 2020-2021 to Council Executive 6 July 2021](#)

[Mid Year Performance report 2021-22 to Council Executive 7 Dec 2021](#)

[Full Year Performance Report 2021-22 to Council Executive 5 July 2022](#)

## APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

Figure 2 is an in depth look at all the KPIs in the Council Plan. The table shows, for each indicator, the latest data that is available and their direction of travel compared to its previous reporting period.

This is followed by a series of tables showing measures against themes/priorities, recent performance trends, targets and timescales. There is also an explanation of the current performance and what needs to happen to improve performance. These tables are provided for KPIs where new data has been received against the KPIs since the performance report was last presented (the last report was the End of Year Report 2021/22)

**Figure 2: Performance indicators, their current direction of travel against their target and performance against target**

### Latest Value Key:

Green = Performance on track or over performing against the target  
 Amber = Performance below target by <5% of the target  
 Red = Performance below target by 5% or >5% of the target

| KPI                                       | What does good performance equal? | Latest Value | Period  | Previous Value | Period  | Performance Trend | Comparator Group (Target) | Comparator Value |
|---|-----------------------------------|--------------|---------|----------------|---------|-------------------|---------------------------|------------------|
| <b>Skills, Jobs and Economy</b>           |                                   |              |         |                |         |                   |                           |                  |
| Healthy life expectancy at birth (Male)   | High                              | 60.9 Yrs     | 2018/20 | 60.8 Yrs       | 2017/19 | Improving         | National                  | 63.1 Yrs         |
| Healthy life expectancy at birth (Female) | High                              | 63.4 Yrs     | 2018/20 | 61.1 Yrs       | 2017/19 | Improving         | National                  | 63.9 Yrs         |

| KPI   | What does good performance equal? | Latest Value | Period     | Previous Value | Period     | Performance Trend | Comparator Group (Target)   | Comparator Value |
|---|-----------------------------------|--------------|------------|----------------|------------|-------------------|---|------------------|
| % of people aged 16-64 in the district qualified to NVQ level 3 or above                        | High                              | 54.7%        | 2021       | 51.3%          | 2020       | Improving         | National  | 47.04%           |
| % of total third party spend with suppliers operating from within the district - Rolling Values | High                              | 35.96%       | Q2 2022/23 | 36.46%         | Q1 2022/23 | Worsening         | Increase the amount of Council spending on resources locally to 50% of total by 2024. |                  |
| % of people aged in work aged 16-64   | High                              | 71.8%        | 2022       | 71.8%          | 2021       | No change         | National  | 75.7%            |
| Median earnings of employees in the area  | High                              | £545.10      | 2020/21    | £536.60        | 2019/20    | Improving         | National  | £613.30          |

| KPI   | What does good performance equal? | Latest Value      | Period     | Previous Value | Period     | Performance Trend | Comparator Group (Target)                               | Comparator Value |
|---|-----------------------------------|-------------------|------------|----------------|------------|-------------------|---|------------------|
| <b>Decent Homes</b>   |                                   |                   |            |                |            |                   |   |                  |
| Additional homes delivered per year                                   | High                              | Provisional 1,325 | 2021/22    | 522            | 2020/21    | Improving         | An additional 1,703 homes delivered per year            |                  |
| Successful homeless preventions                                       | High                              | 81%               | Q3 2021/22 | 75.1%          | 2020/21    | Improving         | Regional National                                       | 68.62%<br>59.86% |
| Number of private sector homes improved through council interventions | High                              | 368               | Q2 2022/23 | 366            | Q1 2022/23 | Improving         | 1,000 per year  |                  |
| Number of new affordable housing units                                | High                              | Provisional 110   | 2020/21    | 308            | 2019/20    | Worsening         | Achieve at least 411 affordable housing units per year. |                  |



| KPI   | What does good performance equal? | Latest Value      | Period | Previous Value | Period | Performance Trend | Comparator Group (Target) | Comparator Value |
|---|-----------------------------------|-------------------|--------|----------------|--------|-------------------|---------------------------|------------------|
| Good Start, Great Schools                                   |                                   |                   |        |                |        |                   |                           |                  |
| % pupils achieving 9-4 pass in English and maths            | High                              | 59.7% Provisional | 2022   | 63.4%          | 2021   | Worsening         | National                  | 68.8%            |
| Persistent absence rates                                    | Low                               | 26.4% Provisional | 2022   | 18.5%          | 2021   | Worsening         | National                  | 22.3%            |
| Key Stage 2 Reading, Writing and Maths at expected standard | High                              | 55% Provisional   | 2020   | 63%            | 2019   | Worsening         | National                  | 59%              |
| % of Year 1 pupils achieving the Phonics Standard           | High                              | 72% Provisional   | 2021   | 81%            | 2019   | Worsening         | National                  | 75%              |

| KPI  | What does good performance equal? | Latest Value      | Period  | Previous Value | Period  | Performance Trend | Comparator Group (Target)  | Comparator Value |
|--|-----------------------------------|-------------------|---------|----------------|---------|-------------------|----------------------------|------------------|
| <b>Better Health, Better Lives</b>   |                                   |                   |         |                |         |                   |                            |                  |
| Year 6: Prevalence of overweight including obesity   | Low                               | 41.2%             | 2020    | 38.35%         | 2019    | Worsening         | DfE Statistical Neighbours | 39.26%           |
| % of adults who are physically active  | High                              | 60.9%             | 2020/21 | 61.9%          | 2019/20 | Worsening         | Regional                   | 65.9%            |
| % of referrals to Children's Social Care within 12 months of a previous referral starting  | Low                               | 28.5% Provisional | 2022    | 22.1%          | 2021    | Worsening         | DfE Statistical Neighbours | 22.17%           |
| % of children looked after with 3 or more placements during the previous year  | Low                               | Provisional 7.3%  | 2022    | 9%             | 2021    | Improving         | DfE Statistical Neighbours | 7.2%             |
| Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average Value from the total of SDQ Values) | Low                               | Provisional 13    | 2022    | 13.2           | 2021    | Improving         | National                   | 13.7             |
|  |                                   |                   |         |                |         |                   | Regional                   | 14.1             |
|  |                                   |                   |         |                |         |                   | DfE Statistical Neighbours | 13.63            |

| KPI  | What does good performance equal? | Latest Value | Period  | Previous Value | Period  | Performance Trend | Comparator Group (Target)  | Comparator Value |
|--|-----------------------------------|--------------|---------|----------------|---------|-------------------|--|------------------|
| Better Health, Better Lives  |                                   |              |         |                |         |                   |  |                  |
| Proportion of adults with LD who live in their own home or with their family | High                              | 88.1%        | 2021/22 | 89.7%          | 2020/21 | Worsening         | Service Annual Target  | 90%              |
| Proportion of adults with LD in paid employment                              | High                              | 3.7%         | 2021/22 | 3.8%           | 2020/21 | Worsening         | Service Annual Target  | 4.5%             |
| Number of older people in new care home placements per 100,000 over 65s      | Low                               | 512.1        | 2021/22 | 557            | 2020/21 | Improving         | Maintain performance for the number of older people in new care home placements per 100,000 over 65s | 555              |

[illegible]

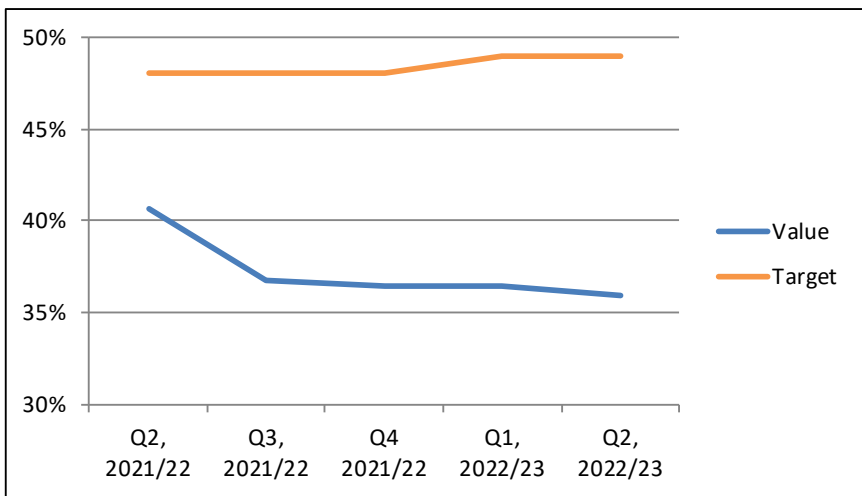
| KPI   | What does good performance equal | Latest Value  | Period     | Previous Value | Period  | Performance Trend | Comparator Group (Target)  |     |
|---|----------------------------------|---------------|------------|----------------|---------|-------------------|--|-----|
| Sustainable District  |                                  |               |            |                |         |                   |  |     |
| Air Quality legal limits  | YES                              | NO            | 2021/22    | NO             | 2020/21 | No change         | The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years |     |
| Percentage of household waste sent for recycling and composting | High                             | 40.56%        | Q1 2022/23 | 35.3%          | 2021/22 | Improving         | Service target   | 40% |
| Greenhouse gas emissions from Council operations                | Low                              | 21,573 Tonnes | 2020/21    | 37,662 Tonnes  | 2019/20 | Improving         | Reduction in CO2 from Council buildings below the 2019 level   |     |

| KPI  | What does good performance equal | Latest Value | Period    | Previous Value | Period   | Performance Trend | Comparator Group (Target)                                    | Comparator Value            |
|--|----------------------------------|--------------|-----------|----------------|----------|-------------------|--|-----------------------------|
| Well Run Council   |                                  |              |           |                |          |                   |  |                             |
| Percentage of Council Tax collected  | High                             | 50.66%       | Sept 2022 | 42.44%         | Aug 2022 | Improving         | Statistical Neighbours                                       | Service Annual Target 94.2% |
| Percentage of Non-Domestic Rates Collected   | High                             | 60.56%       | Sept 2022 | 50.7%          | Aug 2022 | Improving         | Statistical Neighbours                                       | Service Annual Target 90%   |
| Ensure spending is within budget and year on year savings agreed by council are delivered<br><br>(Awaiting data from Corporate Services) | High                             | £3.3 million | 2021/22   | £13 Million    | 2020/21  | Worsening         | Ensure year on year savings agreed by Council are delivered. |                             |

| KPI  | What does good performance equal | Latest Value | Period    | Previous Value | Period   | Performance Trend | Target |
|--|----------------------------------|--------------|-----------|----------------|----------|-------------------|--------|
| Equalities / Human Resources   |                                  |              |           |                |          |                   |        |
| Percentage of top 5% employees who are female                          | High                             | 54.6%        | June 2022 | 53.8%          | Dec 2021 | Improving         | 65%    |
| Percentage of employees from LGBTQ+ backgrounds                        | High                             | 0.6%         | 2021      | 0.6%           | 2020     | No change         | 2%     |
| Percentage of employees from BAME backgrounds                          | High                             | 30%          | Q2 2022   | 29.9%          | Q1 2022  | Improving         | 33%    |
| Percentage of top 5% employees by income who are from BAME backgrounds | High                             | 20%          | June 2022 | 19.9%          | Dec 2021 | Improving         | 28%    |
| Percentage of Employees with a Disability (not including schools)      | High                             | 4.36%        | Q2 2022   | 4.25%          | Q1 2022  | Improving         | 5.4%   |

The content below provides performance against theme and priority measures, recent performance trends, targets and timescales to deliver. There is an explanation of the current performance and what needs to happen to improve performance.

## 01 - Skills, Jobs and Economy Performance Templates

| Council Plan Priority:  | Skills, Jobs and Economy   |                       |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
|---|--|-----------------------|--------------------|---------|-----------|------------|-------------|------|------|-------------|------|------|-------------|------|------|-------------|------|------|-------------|-------|------|
| Performance Measure:  | Percentage of total third part spend with suppliers operating from within the district (Rolling Values)  |                       |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Recent Trends:  | <div><table><caption>Recent Trends Data</caption><thead><tr><th>Quarter</th><th>Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q2, 2021/22</td><td>40.5</td><td>48.5</td></tr><tr><td>Q3, 2021/22</td><td>36.5</td><td>48.5</td></tr><tr><td>Q4, 2021/22</td><td>36.2</td><td>48.5</td></tr><tr><td>Q1, 2022/23</td><td>36.2</td><td>48.5</td></tr><tr><td>Q2, 2022/23</td><td>35.96</td><td>48.5</td></tr></tbody></table></div> |                       |                    | Quarter | Value (%) | Target (%) | Q2, 2021/22 | 40.5 | 48.5 | Q3, 2021/22 | 36.5 | 48.5 | Q4, 2021/22 | 36.2 | 48.5 | Q1, 2022/23 | 36.2 | 48.5 | Q2, 2022/23 | 35.96 | 48.5 |
| Quarter   | Value (%)  | Target (%)            |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Q2, 2021/22   | 40.5   | 48.5                  |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Q3, 2021/22   | 36.5   | 48.5                  |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Q4, 2021/22   | 36.2   | 48.5                  |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Q1, 2022/23   | 36.2   | 48.5                  |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Q2, 2022/23   | 35.96  | 48.5                  |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Actual and timescale:   | 35.96%<br>Q2, 2022/23  | Target and timescale: | 49%<br>Q2, 2022/23 |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| Why is performance at the current level?  |  |                       |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |
| <p>The rolling value in Q1, was 36.46%, for Q2 this figure was 35.96%.</p> <p>The Council's third party spend increased from £166m in Q4 of 21/22 to £171m in Q1 and £183m in Q2 of 22/23. The third party spend has increased by 7.09% from Q1 to Q2 due to the increase in businesses within the Leeds City Region and SME's. Businesses awarded contracts within the Leeds City Region increased by 5.4% and SME's by 9.3% from Q1 to Q2 which increased the total spend.</p> <p>The level of spend locally is impacted by a number of factors such as the type of spend and not the availability of local suppliers and their success in bidding for contracts. For example</p> <ul style="list-style-type: none"><li>Recent and current large construction schemes (+£10m) won by out of area contractors, Silsden (Galliford Try), Darley St (Kier), Heaton Crematorium (Robertson Group), TCF programme (Balfour Beatty). Bradford does not have a national level contractor in its boundary and the Council programme includes some large multi-million pound schemes.</li><li>Rising energy costs are disproportionate to previous years, again Bradford doesn't have an in-district energy supplier</li></ul> |  |                       |                    |         |           |            |             |      |      |             |      |      |             |      |      |             |      |      |             |       |      |

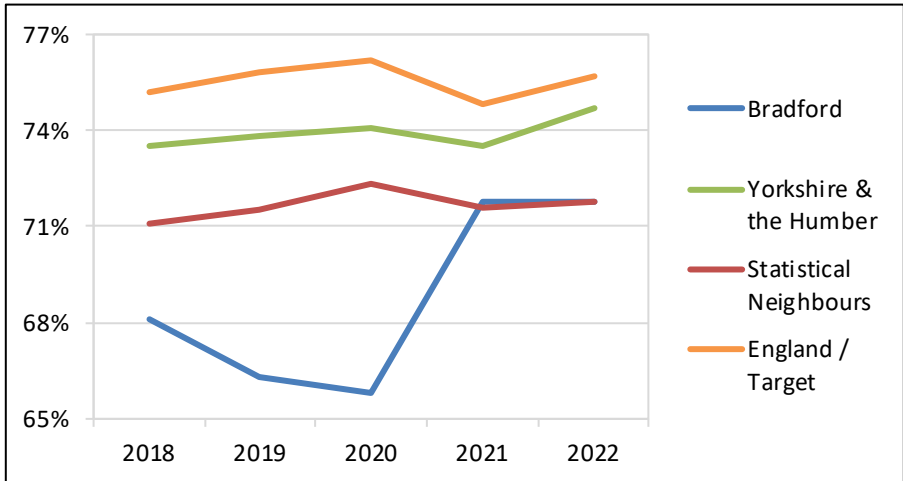


### **How can we improve / maintain performance?**

In the short term, continue utilising the Go For Growth project and begin holding 'Meet the Buyer' events.

In the medium term a refresh of the Social Value and Inclusive Growth policy is currently in action with several pilot procurements testing a social value model which we are working collaboratively with Leeds and Barnsley councils. The ambition is that the council has a social value model which sets what the priorities are and which informs companies of these requirements, feeding them back into the tender process. Setting priorities centrally, and then be more strategic and intentional about procuring from suppliers.

A longer term aim of the Procurement Service is to use progressive procurement to redirect spending back into the local economy. The Procurement Service is seeking to work in partnership with the Department of Place to understand how Procurement can play a greater part in creating the conditions for growth to take place; for that growth to be inclusive; and for people to develop the capabilities to be able to contribute to, and benefit, from the growth of the local economy.

| Council Plan Priority:  | Skills, Jobs and Economy  |                        |                        |                  |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
|---|---|------------------------|------------------------|------------------|----------|------------------------|------------------------|------------------|------|-------|-------|-------|-------|------|-------|-------|-------|-------|------|-------|-------|-------|-------|------|-------|-------|-------|-------|------|-------|-------|-------|-------|
| Performance Measure:  | Percentage of people in work (aged 16-64)   |                        |                        |                  |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| Recent Trends:  | <div><table><caption>Employment Rate Data (2018-2022)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England / Target</th></tr></thead><tbody><tr><td>2018</td><td>68.0%</td><td>73.5%</td><td>71.0%</td><td>75.5%</td></tr><tr><td>2019</td><td>66.5%</td><td>74.0%</td><td>71.5%</td><td>76.0%</td></tr><tr><td>2020</td><td>66.0%</td><td>74.5%</td><td>72.0%</td><td>76.5%</td></tr><tr><td>2021</td><td>71.5%</td><td>74.0%</td><td>71.5%</td><td>75.0%</td></tr><tr><td>2022</td><td>71.8%</td><td>74.7%</td><td>71.8%</td><td>75.7%</td></tr></tbody></table></div> |                        |                        | Year             | Bradford | Yorkshire & the Humber | Statistical Neighbours | England / Target | 2018 | 68.0% | 73.5% | 71.0% | 75.5% | 2019 | 66.5% | 74.0% | 71.5% | 76.0% | 2020 | 66.0% | 74.5% | 72.0% | 76.5% | 2021 | 71.5% | 74.0% | 71.5% | 75.0% | 2022 | 71.8% | 74.7% | 71.8% | 75.7% |
| Year  | Bradford  | Yorkshire & the Humber | Statistical Neighbours | England / Target |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| 2018  | 68.0%   | 73.5%                  | 71.0%                  | 75.5%            |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| 2019  | 66.5%   | 74.0%                  | 71.5%                  | 76.0%            |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| 2020  | 66.0%   | 74.5%                  | 72.0%                  | 76.5%            |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| 2021  | 71.5%   | 74.0%                  | 71.5%                  | 75.0%            |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| 2022  | 71.8%   | 74.7%                  | 71.8%                  | 75.7%            |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| Actual and timescale:   | 71.8%<br>2022   | Target and timescale:  | 75.7%<br>2022          |                  |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| Why is performance at the current level?  |   |                        |                        |                  |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |
| <p>The latest Annual Population Survey figures show that the number of work age people (16-64) in employment over the year to June 2022 fell by 2,400 to 234,100. This represents a fall of 1.0% which contrasted to regional increase of 1.6% and a UK increase of 1.5% over the same period.</p> <p>Bradford’s employment rate of 71.8% is still lower than the regional figure of 74.7% and the UK rate of 75.7%. Bradford’s position within the Yorkshire and Humber region remains relatively weak and it has the fourth lowest employment rate after Doncaster, Hull and Barnsley. In 2012 Bradford had the second lowest employment rate in the region after Hull so our current position is an improvement.</p> <p>The longer term picture is more encouraging. Over the last 10 years the number of work age people in employment has increased by 24,000, an increase of 11.4% which was higher than the regional increase of 10.1% and the England increase of 10.7%. Bradford’s employment rates improved from 63.4% in 2012 to 71.8% in 2021. This represents an increase of 8.4 percentage points which was significantly higher than the England increase of 5.5 percentage points.</p> <p>Looking at the change in employment over the ten years to December 2020, there was an increase in employment of 13,600 for women alongside an increase of 10,300 for men. Employment increased for all age groups for both women and men. The employment rate for women increased from 58.0% in 2012 to 66.5% in 2022. The male employment rate rose from 68.5% in 2012 to 77.3% in 2022.</p> <p>Looking at Bradford’s gap to the national rate, despite fluctuations in the rate year to year, the overall trend is still a very positive one and the current long term trend suggests the gap is likely to close further over the coming years.</p> |   |                        |                        |                  |          |                        |                        |                  |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |      |       |       |       |       |

A key council supported intervention is the SkillsHouse Partnership which since September 2020 has provided careers support to 8,200 people and supported 3,280 residents in or into work. This included one of the largest Kickstart programmes in the country with 813 participants either through our own employer gateway or with the Council as an employer.

### **How can we improve / maintain performance?**

Creating more and better jobs and addressing our longstanding skills deficits remain key to improving Bradford's employment rates. Those with low level or no qualifications will increasingly be disadvantaged in the labour market as the majority of new jobs being created will require higher level skills.

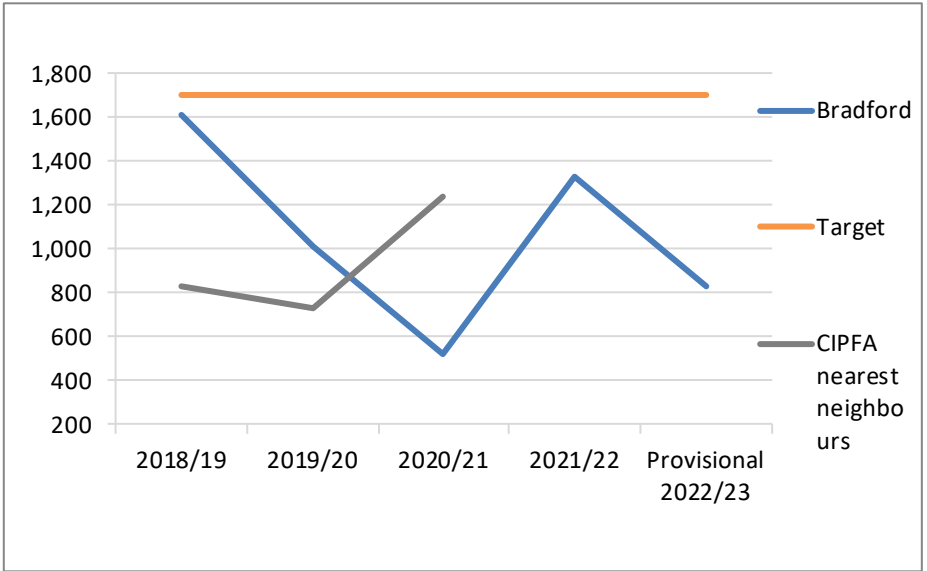
Encouragingly, the district has seen a big improvement in workforce skills with an increase of 41,900 working age people qualified to NVQ Level 3 since the 2017 economic strategy baseline set against the target of a 48,000 increase by 2030.

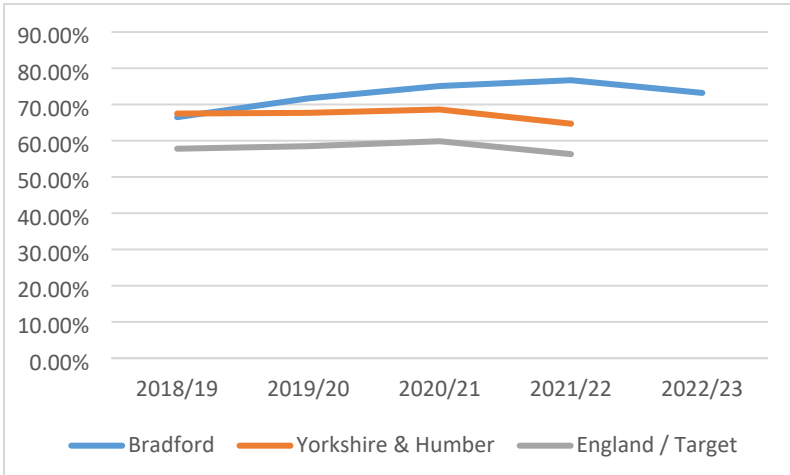
Digital skills will become increasingly important as is estimated that up to 80% of new jobs that will be created in the next ten years will require some level of digital skills. There will also be increasing levels of businesses and employment in the Clean Growth sectors as we transition to net zero and realising Bradford's ambition to the UK's leading Clean Growth economy is set to generate significant numbers of jobs across the District over the coming decade.

It is also important we address labour market disadvantage as employment rates for ethnic minorities are still lower than non-ethnic minority workers. Figures for Bradford show the employment rate for ethnic minorities over the year to June 2022 was 60.3% compared to the overall rate of 71.8%.

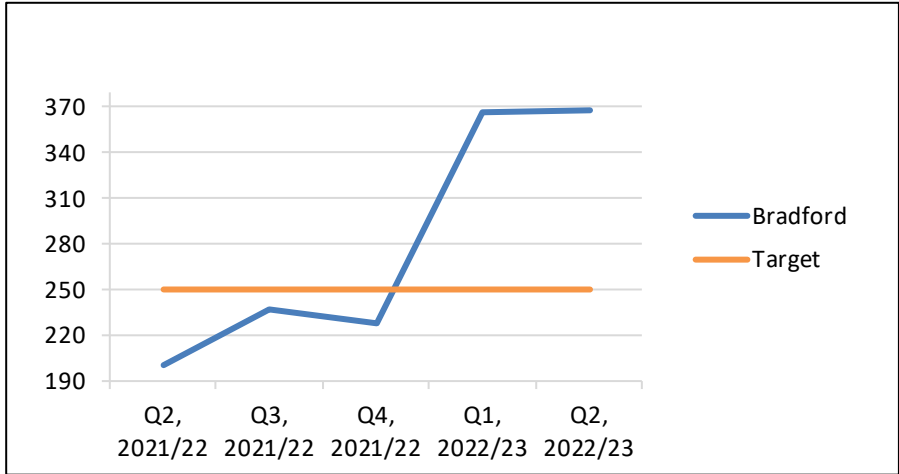
Whilst the ethnic minority employment rate is still much lower than the overall rate, it should be noted that ethnic minority employment rose by 16,600 over the ten years to 2022 which was an increase of 40.5% which was more than three times the 11.4% increase for all working age people.

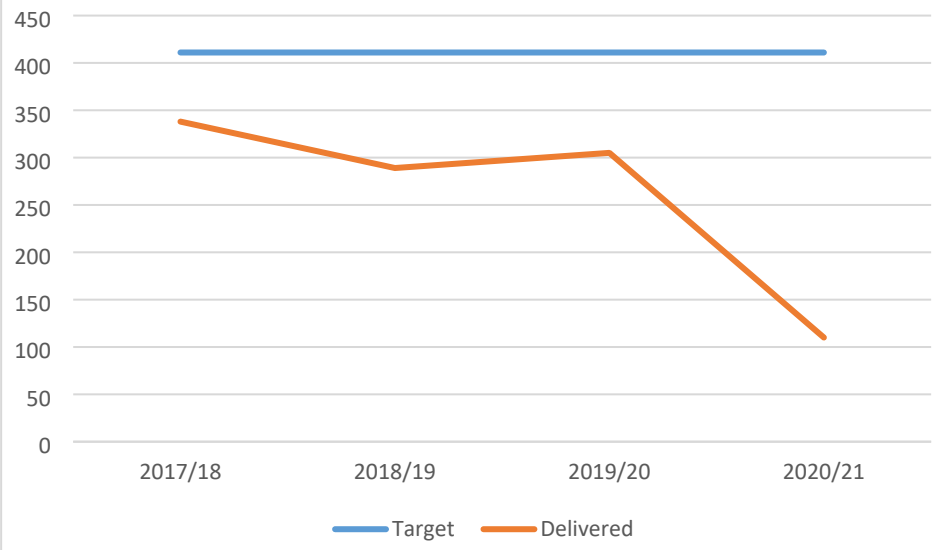
## 02 - Decent Homes Performance Templates

| <b>Council Plan Priority:</b>   | Decent Homes  |                              |                          |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
|---|---|------------------------------|--------------------------|------|----------|--------|--------------------------|---------|-------|-------|-----|---------|-------|-------|-----|---------|-----|-------|-------|---------|-------|-------|---|---------------------|-----|-------|---|
| <b>Performance Measure:</b>   | Net number of additional homes provided   |                              |                          |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| <b>Recent Trends:</b>   |  <table border="1"> <caption>Net number of additional homes provided</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> <th>CIPFA nearest neighbours</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>1,600</td> <td>1,704</td> <td>850</td> </tr> <tr> <td>2019/20</td> <td>1,000</td> <td>1,704</td> <td>750</td> </tr> <tr> <td>2020/21</td> <td>500</td> <td>1,704</td> <td>1,250</td> </tr> <tr> <td>2021/22</td> <td>1,300</td> <td>1,704</td> <td>-</td> </tr> <tr> <td>Provisional 2022/23</td> <td>826</td> <td>1,704</td> <td>-</td> </tr> </tbody> </table> |                              |                          | Year | Bradford | Target | CIPFA nearest neighbours | 2018/19 | 1,600 | 1,704 | 850 | 2019/20 | 1,000 | 1,704 | 750 | 2020/21 | 500 | 1,704 | 1,250 | 2021/22 | 1,300 | 1,704 | - | Provisional 2022/23 | 826 | 1,704 | - |
| Year  | Bradford  | Target                       | CIPFA nearest neighbours |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| 2018/19   | 1,600   | 1,704                        | 850                      |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| 2019/20   | 1,000   | 1,704                        | 750                      |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| 2020/21   | 500   | 1,704                        | 1,250                    |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| 2021/22   | 1,300   | 1,704                        | -                        |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| Provisional 2022/23   | 826   | 1,704                        | -                        |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| <b>Actual and timescale:</b>  | 826, 2022/23<br>Provisional   | <b>Target and timescale:</b> | 1,704<br>2022/23         |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| <b>Why is performance at the current level?</b>   |   |                              |                          |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| <p>The current stat of 826 is very heartening especially in this cost of living crisis. Incommunities is also going through a period of renovation so last year's figures were highly affected by significant demolitions. Bradford does suffer somewhat in that house prices are lower than some of its immediate neighbours so profit yields for developers are also likely lower but at the moment, this seems to have been allayed to allow us to potentially achieve our target although it is not known if further large scale demolition work is planned in the 2<sup>nd</sup> half of the year. The gaps in the Cipfa data are due to the time lag from submission to DHLUC publishing data with 21/22 not released yet.</p>  |   |                              |                          |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| <b>How can we improve / maintain performance?</b>   |   |                              |                          |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |
| <p>In negotiation with Homes England and the newly installed West Yorkshire mayor, we're hoping to take a more strategic regional view and it is hoped that Homes England changes their funding methodology to be able to support less commercially viable projects which would be really helpful for Bradford. The Mayor has brought this metric to the regional level with alternate funding and co-ordination streams being explored and alongside this, funding is available to support the delivery of the Brownfield Housing Fund Programme that aims to develop a minimum of 4,500 new homes for West Yorkshire by March 2025. When delivery falls below the Housing Target, the Council has published a Housing Delivery Test Action Plan, setting out delivery challenges. A key challenge is bringing forward housing developments in challenging housing markets / areas where developers have been less active historically. The Council is looking at ways to support delivery on its own land including, specialist housing such as self-build, affordable housing and older persons housing.</p> |   |                              |                          |      |          |        |                          |         |       |       |     |         |       |       |     |         |     |       |       |         |       |       |   |                     |     |       |   |

| <b>Council Plan Priority:</b>   | Decent Homes   |                              |                            |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
|---|--|------------------------------|----------------------------|------|----------|--------------------|------------------|---------|-----|-----|-----|---------|-----|-----|-----|---------|-----|-----|-----|---------|-----|-----|-----|---------|-----|---|---|
| <b>Performance Measure:</b>   | Percentage of Successful Homeless Preventions  |                              |                            |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| <b>Recent Trends:</b>   |  <table border="1"> <caption>Percentage of Successful Homeless Preventions Data</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; Humber</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>68%</td> <td>68%</td> <td>58%</td> </tr> <tr> <td>2019/20</td> <td>73%</td> <td>69%</td> <td>60%</td> </tr> <tr> <td>2020/21</td> <td>77%</td> <td>70%</td> <td>62%</td> </tr> <tr> <td>2021/22</td> <td>78%</td> <td>66%</td> <td>58%</td> </tr> <tr> <td>2022/23</td> <td>74%</td> <td>-</td> <td>-</td> </tr> </tbody> </table> |                              |                            | Year | Bradford | Yorkshire & Humber | England / Target | 2018/19 | 68% | 68% | 58% | 2019/20 | 73% | 69% | 60% | 2020/21 | 77% | 70% | 62% | 2021/22 | 78% | 66% | 58% | 2022/23 | 74% | - | - |
| Year  | Bradford   | Yorkshire & Humber           | England / Target           |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| 2018/19   | 68%  | 68%                          | 58%                        |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| 2019/20   | 73%  | 69%                          | 60%                        |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| 2020/21   | 77%  | 70%                          | 62%                        |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| 2021/22   | 78%  | 66%                          | 58%                        |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| 2022/23   | 74%  | -                            | -                          |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| <b>Actual and timescale:</b>  | 73.2%<br>Qtr2 2022.23  | <b>Target and timescale:</b> | Above Reg & Nat<br>2021/22 |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| <b>Why is performance at the current level?</b>   |  |                              |                            |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| <p>We continue to perform excellently compared to regional and national statistics and have perhaps exceeded all expectations operating through the Covid period. The Housing Options Team have coped well with WFH but our main success comes from the tailored and bespoke services offered to clients through committed, professional customer care and assessment. We are facing significant pressures with finding suitable accommodation for clients and expect that this will only become more problematic in future years. We are highly sensitive to the cost of living crisis and have seen an upsurge in our need for Temporary Accommodation. The figure for Qtr2 is an internal figure and has not been audited by DHLUC.</p> <p>During the last 12 months, the team have introduced new initiatives in response to the pandemic as well as other pressures within the district, including:</p> <ul style="list-style-type: none"> <li>A prison pathway to reduce the number of offenders being released to no fixed abode.</li> <li>A pathway for households served eviction notices to receive quicker interventions in order to prevent evictions.</li> <li>A pathway for refugees granted a positive decision and required to leave Home Office funded accommodation.</li> </ul> |  |                              |                            |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| <b>How can we improve / maintain performance?</b>   |  |                              |                            |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |
| <p>The challenge will be to maintain this high level of success especially with inflation and the cost of living becoming ever more problematic. Also, there is a fear that the Private Rented Sector may diminish as landlords may decide to sell off properties if their mortgage rates can't be offset by rent. There will continue to be problems associated with social housing and the reduction in sourcing suitable accommodation as in 2020/21 there were 1,906 tenancies started with 1,700 in social housing whereas for the first 6 months of 2022/23, we're currently on course for 1,000 with 900 in social housing. There is also a</p>  |  |                              |                            |      |          |                    |                  |         |     |     |     |         |     |     |     |         |     |     |     |         |     |     |     |         |     |   |   |

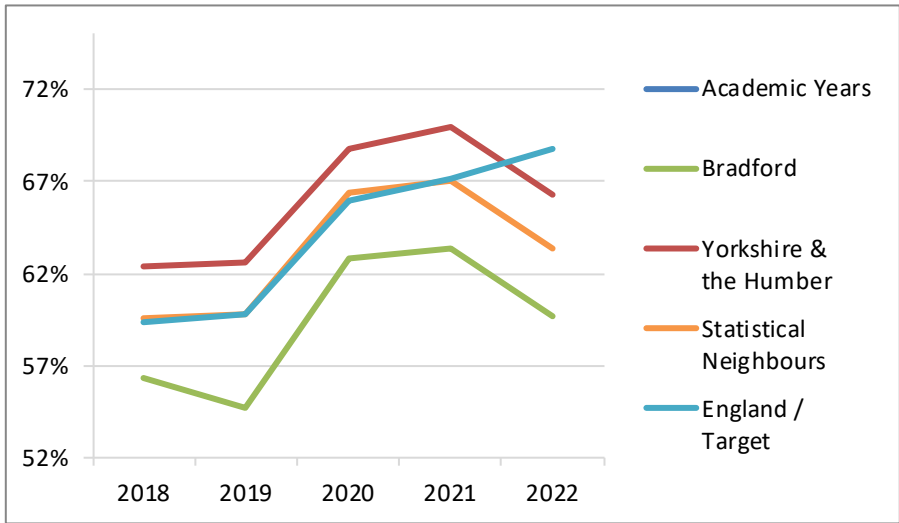
concern about fuel poverty and whether government intervention to alleviate and assist will not be effective and have an impact on approaches to Housing Options. These are very hard times and our housing options are very limited at time when demands stay the same but complexity is increasing.

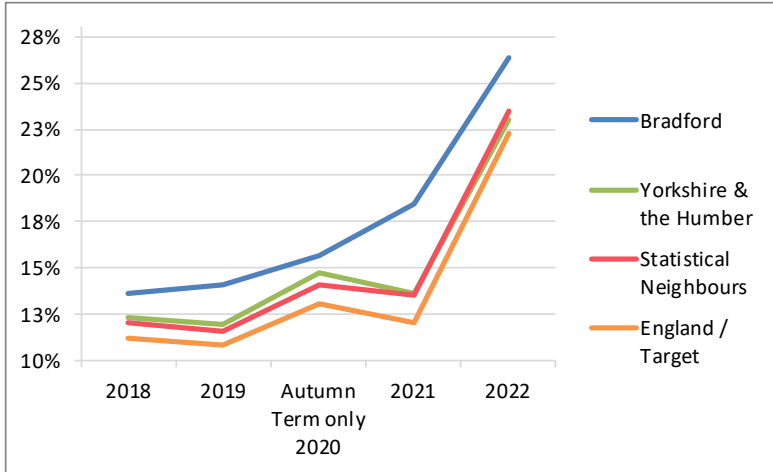
| Council Plan Priority:  | Decent Homes  |                       |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
|---|---|-----------------------|--------------------|---------|----------|--------|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|
| Performance Measure:  | Number of private sector homes improved   |                       |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Recent Trends:  |  <table><caption>Data for Recent Trends Graph</caption><thead><tr><th>Quarter</th><th>Bradford</th><th>Target</th></tr></thead><tbody><tr><td>Q2, 2021/22</td><td>200</td><td>250</td></tr><tr><td>Q3, 2021/22</td><td>240</td><td>250</td></tr><tr><td>Q4, 2021/22</td><td>230</td><td>250</td></tr><tr><td>Q1, 2022/23</td><td>368</td><td>250</td></tr><tr><td>Q2, 2022/23</td><td>368</td><td>250</td></tr></tbody></table> |                       |                    | Quarter | Bradford | Target | Q2, 2021/22 | 200 | 250 | Q3, 2021/22 | 240 | 250 | Q4, 2021/22 | 230 | 250 | Q1, 2022/23 | 368 | 250 | Q2, 2022/23 | 368 | 250 |
| Quarter   | Bradford  | Target                |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Q2, 2021/22   | 200   | 250                   |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Q3, 2021/22   | 240   | 250                   |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Q4, 2021/22   | 230   | 250                   |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Q1, 2022/23   | 368   | 250                   |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Q2, 2022/23   | 368   | 250                   |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Actual and timescale:   | 368<br>Q2, 2022/23  | Target and timescale: | 250<br>Q2, 2022/23 |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| Why is performance at the current level?  |   |                       |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| <p>We have changed the way that this indicator is calculated from 1<sup>st</sup> April 2022. The new calculation has added some new activities that contribute to improved housing conditions which have not previously been captured – for instance steps to improve the energy efficiency of properties and ensuring that electrical installations are safe. This has resulted in a significant increase between the last quarter of 2021/22 and the first two quarters this year. It is highly likely that we will exceed the target that has been previously applied for this indicator, but propose that the target should only be revised from next year once there is a complete year of data for the revised calculation.</p> <p>If this indicator continued to be calculated on the same basis as before, it would probably show a continued increase in the number of properties improved – for instance the results for the first two quarters this year would be around 15% higher than the same quarters last year. This increase reflects a continued upwards trend in service requests and the ongoing recovery from the impacts of Covid, which has had significant and lasting impacts on some of our activities, such as the delivery of adaptations and home improvements.</p> |   |                       |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| How can we improve / maintain performance?  |   |                       |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |
| <p>Maintained performance on this indicator is primarily dependent on having sufficient resources (especially staffing) to respond to increasing levels of service demand. This is challenging, though, because in common with many other councils we are experiencing some difficulty in filling critical vacancies.</p> <p>Another challenge for us in maintaining performance, is that councils are being given more enforcement powers in relation to housing standards. While this should help to improve standards and safety in the private rented sector, this means that resources need to be diverted from existing activities in order to respond to these new areas of work. The change in the way that this indicator is calculated has mainly been to capture some of the recent additional enforcement responsibilities.</p>   |   |                       |                    |         |          |        |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |

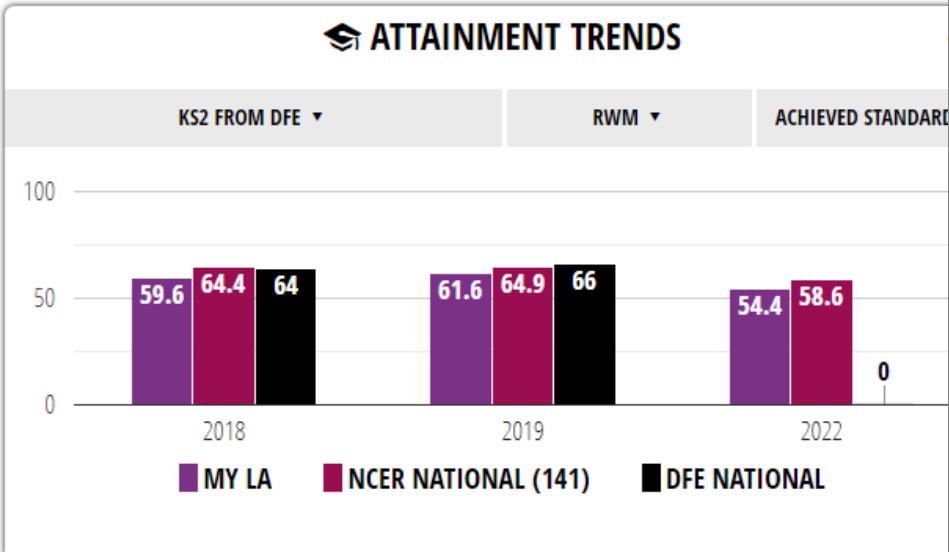
|  |  |                       |                |         |         |         |         |     |     |     |     |     |     |     |
|--|--|-----------------------|----------------|---------|---------|---------|---------|-----|-----|-----|-----|-----|-----|-----|
| Council Plan Priority:   | Decent Homes   |                       |                |         |         |         |         |     |     |     |     |     |     |     |
| Performance Measure:   | Number of new affordable housing units   |                       |                |         |         |         |         |     |     |     |     |     |     |     |
| Recent Trends:   |    |                       |                |         |         |         |         |     |     |     |     |     |     |     |
|  | <table><tr><td>2017/18</td><td>2018/19</td><td>2019/20</td><td>2020/21</td></tr><tr><td>411</td><td>411</td><td>411</td><td>411</td></tr><tr><td>340</td><td>295</td><td>310</td><td>110</td></tr></table> |                       |                | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 411 | 411 | 411 | 411 | 340 | 295 | 310 |
| 2017/18  | 2018/19  | 2019/20               | 2020/21        |         |         |         |         |     |     |     |     |     |     |     |
| 411  | 411  | 411                   | 411            |         |         |         |         |     |     |     |     |     |     |     |
| 340  | 295  | 310                   | 110            |         |         |         |         |     |     |     |     |     |     |     |
| Actual and timescale:  | 110<br>2020/21   | Target and timescale: | 411<br>2020/21 |         |         |         |         |     |     |     |     |     |     |     |
| Why is performance at the current level?   |  |                       |                |         |         |         |         |     |     |     |     |     |     |     |
| <p>This is obviously a disappointing figure but our main Registered Provider, Incommunities, has been going through a process of radical change and are demolishing a lot of their antiquated stock with plans to build more modern, lower rise and eco-friendly homes. Bradford Council itself is not responsible for collating or auditing the figures so these are taken from DHLUC published stats hence the time-lag. This falls somewhat short of the figure in the adopted core strategy (587) and the figure based on the review of the core strategy (411). The Council has been a major contributor to affordable housing delivery over recent years but put a hold on its delivery programme to explore the merits and viability of opening a Housing Revenue Account.</p>  |  |                       |                |         |         |         |         |     |     |     |     |     |     |     |
| How can we improve / maintain performance?   |  |                       |                |         |         |         |         |     |     |     |     |     |     |     |
| <p>Proposed changes to planning legislation (if implemented) risk reducing the numbers of affordable homes delivered and the proposal to extend Permission in Principle to major developments could have a negative impact in terms of quality – of design, space and place-making. As net additional homes, this metric and programme has now been devolved to the West Yorkshire level and mandated as a specific commitment by the West Yorkshire Mayor with the pledge to build 5,000 sustainable homes, including council homes and affordable homes by 2025.</p> <p>The Council is exploring opening a Housing Revenue Account and how this can, over time, facilitate and increase the delivery of quality and affordable housing in the District. A Housing Enabling Strategy will be developed to support this activity; focussing on strategic use of land and assets and collaborative engagement with the sector to enable delivery.</p> |  |                       |                |         |         |         |         |     |     |     |     |     |     |     |

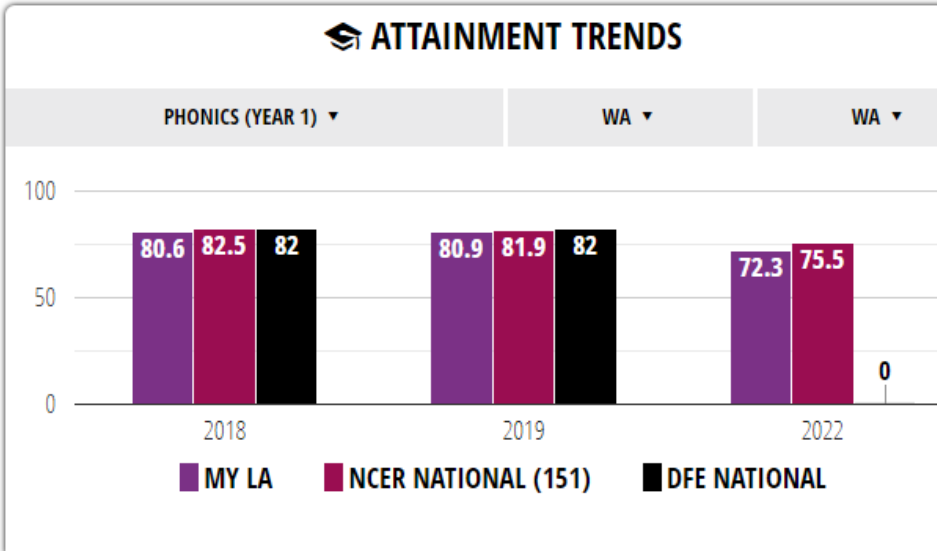


### 03 – Good Start, Great Schools Performance Template

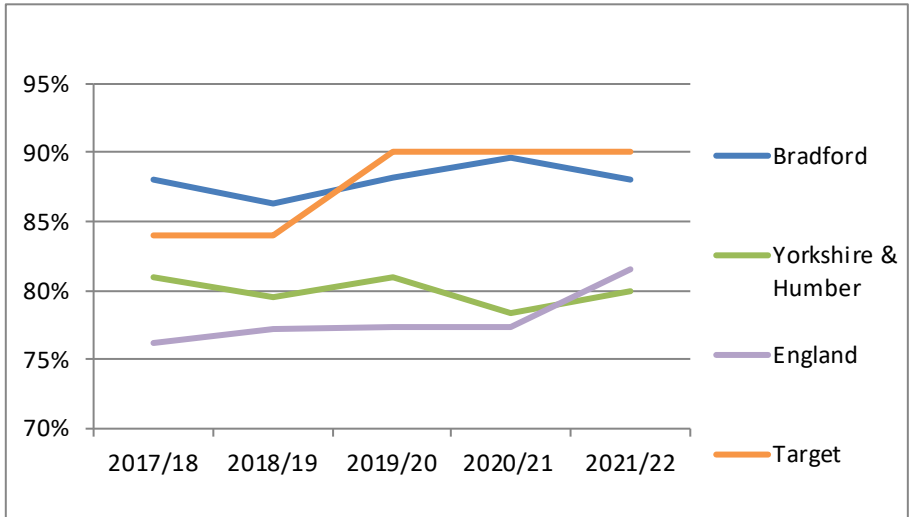
| Council Plan Priority:  | Good Start, Great Schools  |                        |                            |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
|---|--|------------------------|----------------------------|------------------|----------|------------------------|------------------------|------------------|------|-----|-----|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|-----|
| Performance Measure:  | Percentage of pupils achieving 9-4 pass in GCSE English and Maths  |                        |                            |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| Recent Trends:  |  <table><caption>GCSE English and Maths Performance Trends (2018-2022)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England / Target</th></tr></thead><tbody><tr><td>2018</td><td>57%</td><td>62%</td><td>61%</td><td>60%</td></tr><tr><td>2019</td><td>56%</td><td>63%</td><td>62%</td><td>61%</td></tr><tr><td>2020</td><td>62%</td><td>68%</td><td>64%</td><td>65%</td></tr><tr><td>2021</td><td>63%</td><td>69%</td><td>66%</td><td>66%</td></tr><tr><td>2022</td><td>60%</td><td>67%</td><td>63%</td><td>68%</td></tr></tbody></table> |                        |                            | Year             | Bradford | Yorkshire & the Humber | Statistical Neighbours | England / Target | 2018 | 57% | 62% | 61% | 60% | 2019 | 56% | 63% | 62% | 61% | 2020 | 62% | 68% | 64% | 65% | 2021 | 63% | 69% | 66% | 66% | 2022 | 60% | 67% | 63% | 68% |
| Year  | Bradford   | Yorkshire & the Humber | Statistical Neighbours     | England / Target |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| 2018  | 57%  | 62%                    | 61%                        | 60%              |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| 2019  | 56%  | 63%                    | 62%                        | 61%              |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| 2020  | 62%  | 68%                    | 64%                        | 65%              |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| 2021  | 63%  | 69%                    | 66%                        | 66%              |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| 2022  | 60%  | 67%                    | 63%                        | 68%              |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| Actual and timescale:   | 59.7%, 2022<br>Provisional   | Target and timescale:  | 68.8%, 2022<br>Provisional |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| Why is performance at the current level?  |  |                        |                            |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| Bradford has been consistently below national,, local and statistical neighbours for some time. Almost all secondary schools in Bradford are academies and so the leverage and influence on those schools is limited. Undoubtedly the Covid pandemic has impacted on outcomes and this year. Opportunity Area has worked on a range of projects across the district over the past 5 years but the impact of that work is not yet apparent. The attendance continues to be a concern for secondary schools and this obviously has an impact on outcomes. |  |                        |                            |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| How can we improve / maintain performance?  |  |                        |                            |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |
| All schools are offered a Keeping in Touch visit from an education adviser to discuss outcomes and approaches to improvement. The AD for schools meets with Secondary Headteachers half termly to encourage partnership working.  |  |                        |                            |                  |          |                        |                        |                  |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |

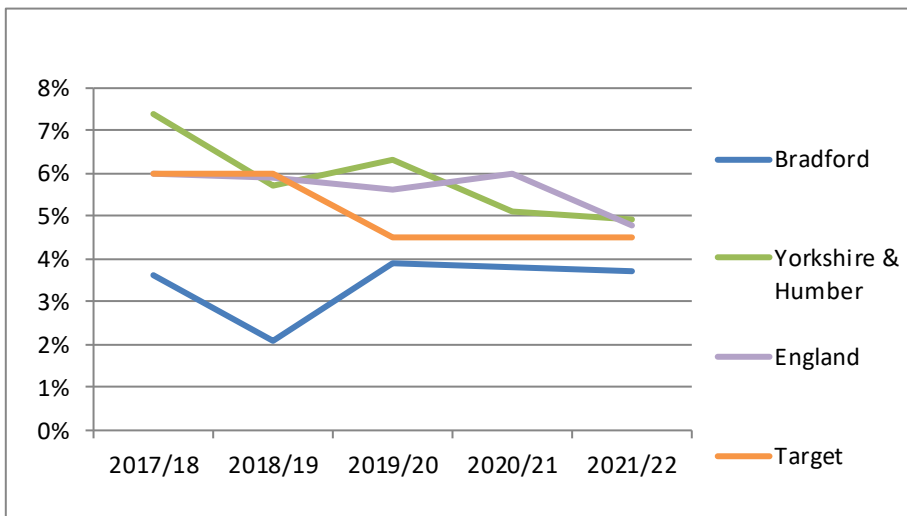
| Council Plan Priority:  | Good Start, Great Schools  |                        |                            |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
|---|--|------------------------|----------------------------|------------------|----------|------------------------|------------------------|------------------|------|------|------|------|------|------|------|------|------|------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Performance Measure:  | Persistent absence rates   |                        |                            |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Recent Trends:  | <div><table><caption>Persistent Absence Rates (%)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England / Target</th></tr></thead><tbody><tr><td>2018</td><td>14.0</td><td>12.5</td><td>12.0</td><td>11.5</td></tr><tr><td>2019</td><td>14.5</td><td>12.0</td><td>11.5</td><td>11.0</td></tr><tr><td>Autumn Term only 2020</td><td>16.0</td><td>14.5</td><td>14.0</td><td>13.5</td></tr><tr><td>2021</td><td>18.5</td><td>14.0</td><td>13.5</td><td>13.0</td></tr><tr><td>2022</td><td>26.4</td><td>23.0</td><td>22.5</td><td>22.3</td></tr></tbody></table></div> |                        |                            | Year             | Bradford | Yorkshire & the Humber | Statistical Neighbours | England / Target | 2018 | 14.0 | 12.5 | 12.0 | 11.5 | 2019 | 14.5 | 12.0 | 11.5 | 11.0 | Autumn Term only 2020 | 16.0 | 14.5 | 14.0 | 13.5 | 2021 | 18.5 | 14.0 | 13.5 | 13.0 | 2022 | 26.4 | 23.0 | 22.5 | 22.3 |
| Year  | Bradford   | Yorkshire & the Humber | Statistical Neighbours     | England / Target |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2018  | 14.0   | 12.5                   | 12.0                       | 11.5             |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2019  | 14.5   | 12.0                   | 11.5                       | 11.0             |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Autumn Term only 2020   | 16.0   | 14.5                   | 14.0                       | 13.5             |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2021  | 18.5   | 14.0                   | 13.5                       | 13.0             |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2022  | 26.4   | 23.0                   | 22.5                       | 22.3             |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Actual and timescale:   | 26.4%, 2022<br>Provisional   | Target and timescale:  | 22.3%, 2022<br>Provisional |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Why is performance at the current level?  |  |                        |                            |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <p>School attendance is a huge issue in Bradford. Bradford is consistently at or near the highest rates of absence and persistent absence in the country. From spring 2021 to spring 2022, rates of absence increased across the entire country. However, absence in Bradford hasn’t increased at the same rate, bringing the rates closer to the average. Much of the slowing is at primary age, where the gap to national average narrowed from 0.86% to 0.4% across that year. This is also true of our rates of persistent absence (attending less than 90% of the time) where the gap has narrowed (from 4.87% to 4.13%), mostly due to primary levels of persistent absence not increasing at the same rate as national.</p> <p>The LA has a small traded service, and has recently had extra, temporary resource from the Raising Attainment funding, which has increased capacity to deliver improvements – both strategic and operational. New guidance from the DfE which will be statutory from September 2023 indicates that all LAs will be required to have an Attendance Support Team. This will cause a challenge as there is no funding allocated.</p> |  |                        |                            |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| How can we improve / maintain performance?  |  |                        |                            |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <p>Resource added in from the ‘Raising Attainment’ funding has temporarily allowed several strategic improvements in line with the DfE new guidance. The impact on strategic attendance support has included piloting termly attendance support meetings, a planned multi-agency conference, a district wide publicity campaign #EveryDayAtSchool, attendance training, network meetings and communications. Systems and procedures have been rewritten and our approach has been entirely overhauled including use of a staged intervention approach and excellent use of data analysis. A small Persistent Absence team works with cohorts of children and modelling good practice for schools, overcoming barriers to attendance and has had some excellent results in the short time of working so far.</p> <p>It is strongly recommended that this funding should continue otherwise the LA will not have capacity to support or improve attendance across the district.</p>   |  |                        |                            |                  |          |                        |                        |                  |      |      |      |      |      |      |      |      |      |      |                       |      |      |      |      |      |      |      |      |      |      |      |      |      |      |

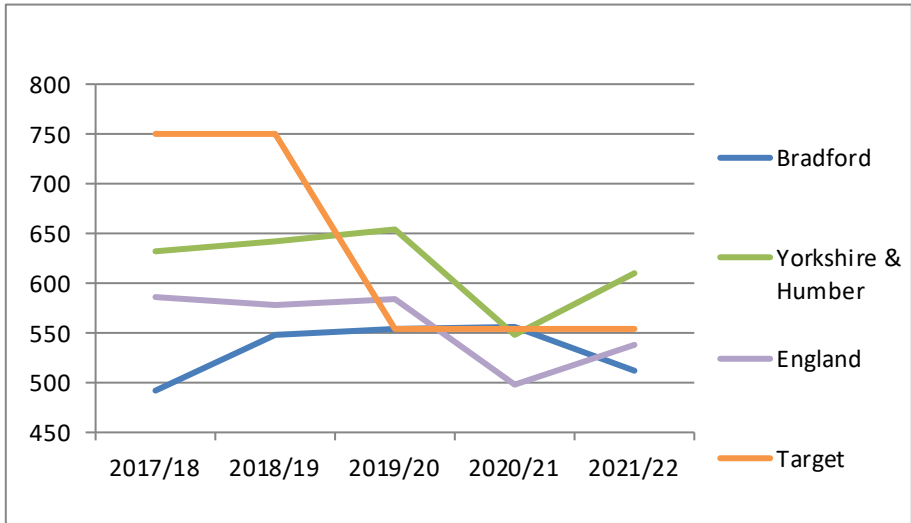
| <b>Council Plan Priority:</b>   | Good Start, Great Schools   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
|---|---|------------------------------|--------------|------|-------|---------------------|--------------|------|------|------|----|------|------|------|----|------|------|------|---|
| <b>Performance Measure:</b>   | Percentage of pupils reaching the expected standard in reading, writing & Maths combined at Key Stage 2   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>Recent Trends:</b>   |  <p><b>ATTAINMENT TRENDS</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>MY LA</th> <th>NCER NATIONAL (141)</th> <th>DFE NATIONAL</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>59.6</td> <td>64.4</td> <td>64</td> </tr> <tr> <td>2019</td> <td>61.6</td> <td>64.9</td> <td>66</td> </tr> <tr> <td>2022</td> <td>54.4</td> <td>58.6</td> <td>0</td> </tr> </tbody> </table> |                              |              | Year | MY LA | NCER NATIONAL (141) | DFE NATIONAL | 2018 | 59.6 | 64.4 | 64 | 2019 | 61.6 | 64.9 | 66 | 2022 | 54.4 | 58.6 | 0 |
| Year  | MY LA   | NCER NATIONAL (141)          | DFE NATIONAL |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| 2018  | 59.6  | 64.4                         | 64           |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| 2019  | 61.6  | 64.9                         | 66           |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| 2022  | 54.4  | 58.6                         | 0            |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>Actual and timescale:</b>  | 55% 2022  | <b>Target and timescale:</b> | 59% 2024     |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>Why is performance at the current level?</b>   |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <p>These statistics cover the attainment of year 6 pupils who took assessments in summer 2022. These pupils experienced disruption to their learning during the pandemic, particularly at the end of year 4 and in year 5.</p> <p>Attainment in all of reading, writing and maths has decreased - compared to 2019 59% of pupils met the expected standard in all of reading, writing and maths, down from 65% in 2019.</p> <p>In individual subjects, attainment increased slightly in reading and fell in all other subjects compared to 2019.</p>  |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>How can we improve / maintain performance?</b>   |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <p>Currently the council is funding a Raising Attainment Strategy which is focused on schools with a trend of low attainment. We have commissioned the Literacy and Numeracy Hubs to deliver intensive extended programmes in schools to lead to changes in curriculum and teaching which will lead to sustained improvements. We have a deputy Headteacher seconded from a primary school who is the programme manager. To date the programme has worked with 19 primary schools and more schools will join the programme before the funding ceases in July 2023.</p> <p>It is hoped that the Education Improvement Area will take up aspects of this programme after July 23 but their funding in total for the year is £200K which is significantly less than the Raising Attainment Strategy has cost so if they do continue the project it will target fewer schools.</p> <p>The impact of the work will be more apparent in the next set of data.</p> |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |

| <b>Council Plan Priority:</b>   | Good Start, Great Schools   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
|---|---|------------------------------|--------------|------|-------|---------------------|--------------|------|------|------|----|------|------|------|----|------|------|------|---|
| <b>Performance Measure:</b>   | Percentage of Year 1 pupils achieving the Phonics Standard  |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>Recent Trends:</b>   |  <p><b>ATTAINMENT TRENDS</b></p> <p>PHONICS (YEAR 1) WA WA</p> <table border="1"> <thead> <tr> <th>Year</th> <th>MY LA</th> <th>NCER NATIONAL (151)</th> <th>DFE NATIONAL</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>80.6</td> <td>82.5</td> <td>82</td> </tr> <tr> <td>2019</td> <td>80.9</td> <td>81.9</td> <td>82</td> </tr> <tr> <td>2022</td> <td>72.3</td> <td>75.5</td> <td>0</td> </tr> </tbody> </table> |                              |              | Year | MY LA | NCER NATIONAL (151) | DFE NATIONAL | 2018 | 80.6 | 82.5 | 82 | 2019 | 80.9 | 81.9 | 82 | 2022 | 72.3 | 75.5 | 0 |
| Year  | MY LA   | NCER NATIONAL (151)          | DFE NATIONAL |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| 2018  | 80.6  | 82.5                         | 82           |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| 2019  | 80.9  | 81.9                         | 82           |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| 2022  | 72.3  | 75.5                         | 0            |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>Actual and timescale:</b>  | 72% 2022  | <b>Target and timescale:</b> | 76% 2024     |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>Why is performance at the current level?</b>   |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <p>There have been no national assessments in phonics since the pandemic. There has also been a decline in outcomes locally and nationally since 2019 when there were last results. Children have been impacted by time out of school because of the pandemic.</p>  |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <b>How can we improve / maintain performance?</b>   |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |
| <p>Schools must choose from a DfE approved and validated approach to the teaching of phonics, Support in implementing effective approaches to the teaching of phonics using a validated scheme is available to schools from the English Hub. This provides for support in the implementation and professional development for staff in approaches to synthetic phonics.</p> |   |                              |              |      |       |                     |              |      |      |      |    |      |      |      |    |      |      |      |   |

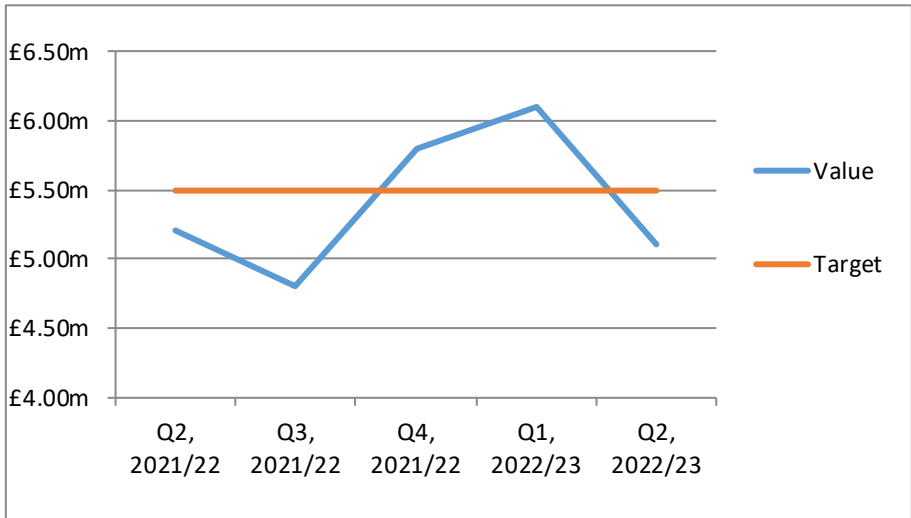
## 04 – Better Health, Better Lives Performance Templates

| Council Plan Priority:  | Better Health, Better Lives  |                       |              |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
|---|--|-----------------------|--------------|--------|----------|--------------------|---------|--------|---------|-----|-----|-----|---|---------|-----|-----|-----|---|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-------|-------|-------|-----|
| Performance Measure:  | Proportion of adults with LD who live in their own home or with their family   |                       |              |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| Recent Trends:  |  <table><caption>Recent Trends Data (Estimated from Graph)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; Humber</th><th>England</th><th>Target</th></tr></thead><tbody><tr><td>2017/18</td><td>88%</td><td>81%</td><td>76%</td><td>-</td></tr><tr><td>2018/19</td><td>86%</td><td>79%</td><td>77%</td><td>-</td></tr><tr><td>2019/20</td><td>88%</td><td>81%</td><td>77%</td><td>90%</td></tr><tr><td>2020/21</td><td>89%</td><td>78%</td><td>77%</td><td>90%</td></tr><tr><td>2021/22</td><td>88.1%</td><td>79.9%</td><td>81.5%</td><td>90%</td></tr></tbody></table> |                       |              | Year   | Bradford | Yorkshire & Humber | England | Target | 2017/18 | 88% | 81% | 76% | - | 2018/19 | 86% | 79% | 77% | - | 2019/20 | 88% | 81% | 77% | 90% | 2020/21 | 89% | 78% | 77% | 90% | 2021/22 | 88.1% | 79.9% | 81.5% | 90% |
| Year  | Bradford   | Yorkshire & Humber    | England      | Target |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| 2017/18   | 88%  | 81%                   | 76%          | -      |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| 2018/19   | 86%  | 79%                   | 77%          | -      |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| 2019/20   | 88%  | 81%                   | 77%          | 90%    |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| 2020/21   | 89%  | 78%                   | 77%          | 90%    |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| 2021/22   | 88.1%  | 79.9%                 | 81.5%        | 90%    |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| Actual and timescale:   | 88.1%, 2021/22   | Target and timescale: | 90%, 2021/22 |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| Why is performance at the current level?  |  |                       |              |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| <p>Performance on this measure is good, with Bradford performing better than peers both nationally and regionally. In 2021/22 Bradford scored 88.1%, compared to 78.8% across England and 79.9% in the Yorkshire and Humber region.</p> <p>The Learning Disabilities service continues to focus on supporting people within the community focusing on their strengths. People are only placed in a residential or nursing setting when all community based options have been explored. Bradford is part of the National Development Team for Inclusion National Small Supports Programme which shares best practice between 8 Local Authorities at a national level.</p>  |  |                       |              |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| How can we improve / maintain performance?  |  |                       |              |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |
| <p>The focus on community led, small support will continue and the number of people being placed into a care home setting will remain low. Additionally, work continues to take place to identify opportunities where people are resident in care home to meet their needs in a more appropriate community based setting such as supported living. This performance indicator is also impacted on by the commissioner led budget saving proposal – Block Contract Transformation – which will further impact on the traditional residential care home capacity and the commissioner led transformation programme to recommission Home Based Support which will support people to remain in their own home living independent lives.</p> |  |                       |              |        |          |                    |         |        |         |     |     |     |   |         |     |     |     |   |         |     |     |     |     |         |     |     |     |     |         |       |       |       |     |

| Council Plan Priority:  | Better Health, Better Lives  |                       |               |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
|---|--|-----------------------|---------------|--------|----------|--------------------|---------|--------|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|
| Performance Measure:  | Proportion of adults with LD in paid employment  |                       |               |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| Recent Trends:  | <div><table><caption>Proportion of adults with LD in paid employment (%)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; Humber</th><th>England</th><th>Target</th></tr></thead><tbody><tr><td>2017/18</td><td>3.7</td><td>7.5</td><td>6.0</td><td>4.5</td></tr><tr><td>2018/19</td><td>2.1</td><td>5.8</td><td>5.8</td><td>4.5</td></tr><tr><td>2019/20</td><td>3.9</td><td>6.3</td><td>5.8</td><td>4.5</td></tr><tr><td>2020/21</td><td>3.9</td><td>5.1</td><td>6.0</td><td>4.5</td></tr><tr><td>2021/22</td><td>3.7</td><td>5.1</td><td>4.9</td><td>4.5</td></tr></tbody></table></div> |                       |               | Year   | Bradford | Yorkshire & Humber | England | Target | 2017/18 | 3.7 | 7.5 | 6.0 | 4.5 | 2018/19 | 2.1 | 5.8 | 5.8 | 4.5 | 2019/20 | 3.9 | 6.3 | 5.8 | 4.5 | 2020/21 | 3.9 | 5.1 | 6.0 | 4.5 | 2021/22 | 3.7 | 5.1 | 4.9 | 4.5 |
| Year  | Bradford   | Yorkshire & Humber    | England       | Target |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2017/18   | 3.7  | 7.5                   | 6.0           | 4.5    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2018/19   | 2.1  | 5.8                   | 5.8           | 4.5    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2019/20   | 3.9  | 6.3                   | 5.8           | 4.5    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2020/21   | 3.9  | 5.1                   | 6.0           | 4.5    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2021/22   | 3.7  | 5.1                   | 4.9           | 4.5    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| Actual and timescale:   | 3.7%, 2021/22  | Target and timescale: | 4.5%, 2021/22 |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| Why is performance at the current level?  |  |                       |               |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| <p>There is a focus on increasing employment opportunities for people with learning disabilities. In 2021/22, 3.7% of people with a learning disability were in paid in employment, performance has been relatively stable for the last few years. Whist performance has been stable the average score for Councils in England and regional neighbours have fallen throughout the Covid pandemic, though are slightly above the performance in Bradford. Bradford does have the 6<sup>th</sup> Best score of 16 councils in the statistical neighbour group. Successfully maintaining performance in this area is against the national and comparator group trends.</p>   |  |                       |               |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| How can we improve / maintain performance?  |  |                       |               |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| <p>There is a drive to improve employment opportunities for working age adults with a learning disability. Action is being taken to increase access to new skills and experiences for working age adults as part of the day opportunities service. During the pandemic the service piloted and has now mainstreamed an Into Employment Programme with SEND and the School of Rock and Media which supports up to 12 young people with the most complex disabilities each year into employment including roles with the Council. HR have supported this role and are grading Expert by Experience role profiles and developing new protocols to support interns into permanent paid employment. The Council has also been successful in drawing down Department for Work and Pensions funding to develop a Supported Employment Programmes. A new steering group has been established to support this work drawing together partners from across Children’s SEND Team, voluntary sector, Skills House and employers. The programme is supported well by DWP who are convening regional and national best practice sharing forums. ADASS Region have now established a regional employment best practice sharing group which the service is also part of.</p> |  |                       |               |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |

| Council Plan Priority:   | Better Health, Better Lives   |                       |              |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
|--|---|-----------------------|--------------|--------|----------|--------------------|---------|--------|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|---------|-----|-----|-----|-----|
| Performance Measure:   | Permanent Admissions to residential and nursing homes 65+ per 100,00 population   |                       |              |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| Recent Trends:   |  <table><caption>Estimated data for Permanent Admissions to residential and nursing homes 65+ per 100,00 population</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; Humber</th><th>England</th><th>Target</th></tr></thead><tbody><tr><td>2017/18</td><td>490</td><td>630</td><td>580</td><td>750</td></tr><tr><td>2018/19</td><td>550</td><td>640</td><td>570</td><td>750</td></tr><tr><td>2019/20</td><td>550</td><td>650</td><td>580</td><td>550</td></tr><tr><td>2020/21</td><td>550</td><td>550</td><td>500</td><td>550</td></tr><tr><td>2021/22</td><td>550</td><td>610</td><td>540</td><td>550</td></tr></tbody></table> |                       |              | Year   | Bradford | Yorkshire & Humber | England | Target | 2017/18 | 490 | 630 | 580 | 750 | 2018/19 | 550 | 640 | 570 | 750 | 2019/20 | 550 | 650 | 580 | 550 | 2020/21 | 550 | 550 | 500 | 550 | 2021/22 | 550 | 610 | 540 | 550 |
| Year   | Bradford  | Yorkshire & Humber    | England      | Target |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2017/18  | 490   | 630                   | 580          | 750    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2018/19  | 550   | 640                   | 570          | 750    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2019/20  | 550   | 650                   | 580          | 550    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2020/21  | 550   | 550                   | 500          | 550    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| 2021/22  | 550   | 610                   | 540          | 550    |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| Actual and timescale:  | 512.1, 2021/22  | Target and timescale: | 555, 2021/22 |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| Why is performance at the current level?   |   |                       |              |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| <p>Bradford remain a good performer on this measure, a lower score shows better performance for this measure. Performance improved in 2021/22 with an outturn of 512, this compared to 539 nationally and 611 regionally. Bradford is ranked 7<sup>th</sup> best out of 16 against statistical neighbours.</p> <p>The department has a continued focus on supporting the needs of people who require services within the community, with less reliance on residential and nursing care settings. A strengths based approach is taken, placing people at the centre of a good conversation about their strengths, needs and desired outcomes to improve their quality of life. People are placed in a care home setting only when community based options have been explored.</p> |   |                       |              |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| How can we improve / maintain performance?   |   |                       |              |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |
| <p>The focus on community on community led support will continue and the number of people being placed into a care home will remain relatively low.</p> <p>The council has worked closely with the care sector and NHS to ensure people in the district are supported to stay at happy healthy and at home. If they need hospital care they can leave hospital with the right level of support at the right time. The council performance has low levels of delayed discharges from hospital. It is expected that this level of performance is maintained.</p>   |   |                       |              |        |          |                    |         |        |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |         |     |     |     |     |

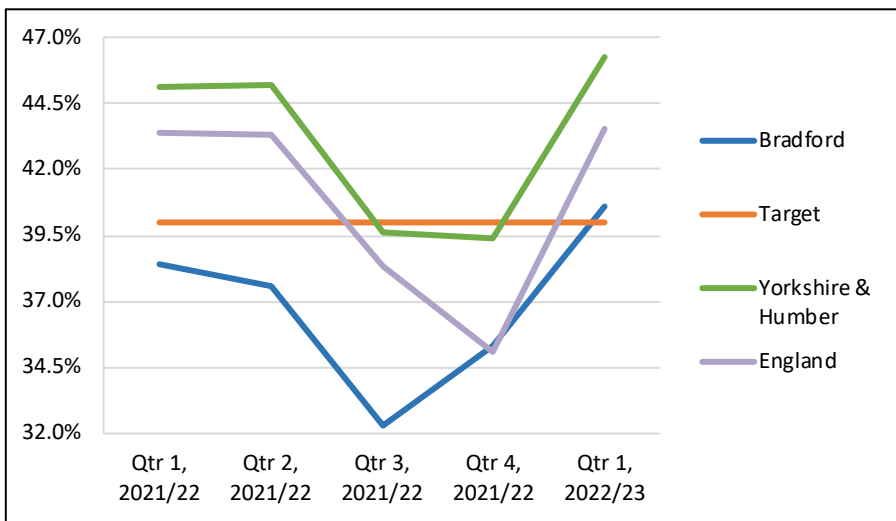
## 05 – Safe, Strong and Active Communities Performance Templates

| Council Plan Priority:  | Safe, Strong and Active Communities  |                       |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
|---|--|-----------------------|-----------------------------|---------|------------|-------------|-------------|------|------|-------------|------|------|-------------|------|------|-------------|------|------|-------------|------|------|
| Performance Measure:  | Local (VCSE) Voluntary, Community and Social Enterprise (sector)   |                       |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Recent Trends:  |  <table><caption>Recent Trends Data</caption><thead><tr><th>Quarter</th><th>Value (£m)</th><th>Target (£m)</th></tr></thead><tbody><tr><td>Q2, 2021/22</td><td>5.25</td><td>5.50</td></tr><tr><td>Q3, 2021/22</td><td>4.80</td><td>5.50</td></tr><tr><td>Q4, 2021/22</td><td>5.80</td><td>5.50</td></tr><tr><td>Q1, 2022/23</td><td>6.10</td><td>5.50</td></tr><tr><td>Q2, 2022/23</td><td>5.10</td><td>5.50</td></tr></tbody></table> |                       |                             | Quarter | Value (£m) | Target (£m) | Q2, 2021/22 | 5.25 | 5.50 | Q3, 2021/22 | 4.80 | 5.50 | Q4, 2021/22 | 5.80 | 5.50 | Q1, 2022/23 | 6.10 | 5.50 | Q2, 2022/23 | 5.10 | 5.50 |
| Quarter   | Value (£m)   | Target (£m)           |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Q2, 2021/22   | 5.25   | 5.50                  |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Q3, 2021/22   | 4.80   | 5.50                  |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Q4, 2021/22   | 5.80   | 5.50                  |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Q1, 2022/23   | 6.10   | 5.50                  |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Q2, 2022/23   | 5.10   | 5.50                  |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Actual and timescale:   | £5.1 million<br>Q2, 2022/23  | Target and timescale: | £5.5 million<br>Q2, 2022/23 |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| Why is performance at the current level?  |  |                       |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| <p>There are numerous factors which account for the actual expenditure and target expenditure with VCSE’s reported having a variance of -7.3%</p> <p>The number of tenders awarded in Q1, was 67 and in Q2, there has been a decrease in awarded tenders to 50. The figures show that the Council has awarded seventeen fewer contracts to the VCSE in Q2, a reduction of 25.4% on Q1</p> <p>In Q3 21/22 we recorded the lowest value of contracts awarded and to the fewest suppliers, nine only, but this has been increasing. From Q3, 21/22 the value of contracts let has been rising, reaching a peak of £6m in the first quarter of this year</p>              |  |                       |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| How can we improve / maintain performance?  |  |                       |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |
| <p>The Procurement Service is working in partnership with, and promoting, the Go for Growth initiative which may possibly help improvement in tender responses from VSCE’s and small businesses.</p> <p>The GoForGrowth initiative is free to use for VSCE’s and small businesses, providing gap analysis to help identify the skills, tools and documentation required to enable those organisations to respond to tenders with the Council and other public sector bodies</p> <p>The requirement to publish our procurement pipeline will enable ‘Meet the Buyer’ events to be held which could be targeted at VSCEs. The ‘Meet the Buyer’ events would provide</p> |  |                       |                             |         |            |             |             |      |      |             |      |      |             |      |      |             |      |      |             |      |      |

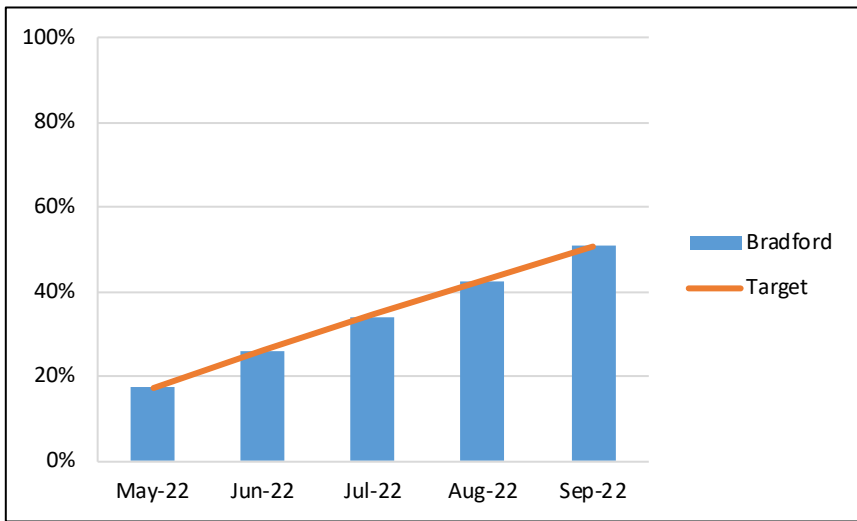


the opportunity for organisations to ask questions and get a feel for what the Council is tendering.

## 06 – Sustainable District Performance Template

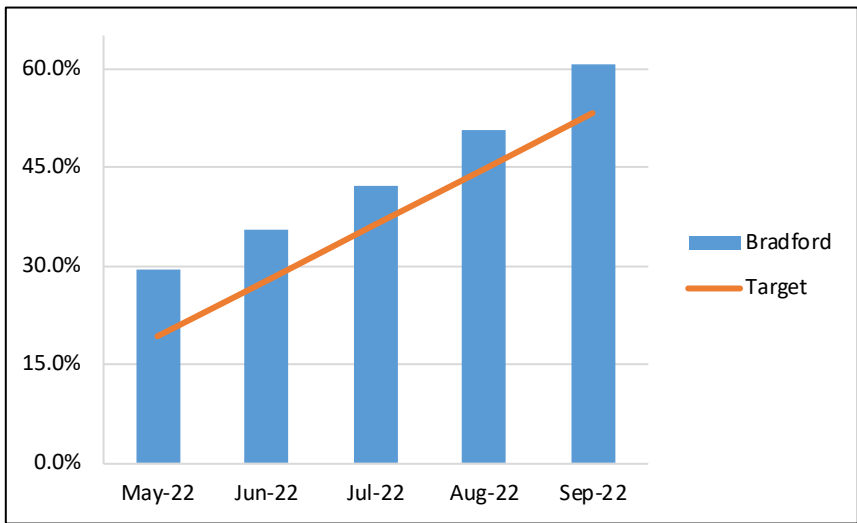
| Council Plan Priority:   | Sustainable District  |                       |                    |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
|--|---|-----------------------|--------------------|--------------------|----------|--------|--------------------|---------|----------------|-------|-------|-------|-------|----------------|-------|-------|-------|-------|----------------|-------|-------|-------|-------|----------------|-------|-------|-------|-------|----------------|--------|-------|-------|-------|
| Performance Measure:   | Percentage of household waste sent for reuse, recycling and composting  |                       |                    |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Recent Trends:   |  <table><caption>Recycling Trends Data (Estimated from Graph)</caption><thead><tr><th>Quarter</th><th>Bradford</th><th>Target</th><th>Yorkshire &amp; Humber</th><th>England</th></tr></thead><tbody><tr><td>Qtr 1, 2021/22</td><td>38.5%</td><td>39.5%</td><td>44.5%</td><td>43.0%</td></tr><tr><td>Qtr 2, 2021/22</td><td>37.5%</td><td>39.5%</td><td>44.5%</td><td>43.0%</td></tr><tr><td>Qtr 3, 2021/22</td><td>32.5%</td><td>39.5%</td><td>39.5%</td><td>37.5%</td></tr><tr><td>Qtr 4, 2021/22</td><td>35.0%</td><td>39.5%</td><td>39.0%</td><td>35.0%</td></tr><tr><td>Qtr 1, 2022/23</td><td>40.56%</td><td>39.5%</td><td>46.5%</td><td>43.5%</td></tr></tbody></table> |                       |                    | Quarter            | Bradford | Target | Yorkshire & Humber | England | Qtr 1, 2021/22 | 38.5% | 39.5% | 44.5% | 43.0% | Qtr 2, 2021/22 | 37.5% | 39.5% | 44.5% | 43.0% | Qtr 3, 2021/22 | 32.5% | 39.5% | 39.5% | 37.5% | Qtr 4, 2021/22 | 35.0% | 39.5% | 39.0% | 35.0% | Qtr 1, 2022/23 | 40.56% | 39.5% | 46.5% | 43.5% |
|  | Quarter   | Bradford              | Target             | Yorkshire & Humber | England  |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Qtr 1, 2021/22   | 38.5%   | 39.5%                 | 44.5%              | 43.0%              |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Qtr 2, 2021/22   | 37.5%   | 39.5%                 | 44.5%              | 43.0%              |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Qtr 3, 2021/22   | 32.5%   | 39.5%                 | 39.5%              | 37.5%              |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Qtr 4, 2021/22   | 35.0%   | 39.5%                 | 39.0%              | 35.0%              |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Qtr 1, 2022/23   | 40.56%  | 39.5%                 | 46.5%              | 43.5%              |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Actual and timescale:  | 40.56%<br>Q1, 2022/23   | Target and timescale: | 40%<br>Q1, 2022/23 |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Why is performance at the current level?   |   |                       |                    |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| Our recycling level is currently following the national and local trend. We are continually working with residents, contractors and processing methods to get the highest rates of recycling possible. |   |                       |                    |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| How can we improve / maintain performance?   |   |                       |                    |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |
| By continuing to work with contractors, processing methods and encouraging members of the public to continue to, and improve recycling at the kerbside.  |   |                       |                    |                    |          |        |                    |         |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |       |       |       |       |                |        |       |       |       |

## 07 – Well Run Council Performance Templates

|   |   |                   |                       |                   |
|---|---|-------------------|-----------------------|-------------------|
| Council Plan Priority:  | Well Run Council  |                   |                       |                   |
| Performance Measure:  | Percentage of Council Tax Collected   |                   |                       |                   |
| Recent Trends:  |  |                   |                       |                   |
|   | Actual and timescale:   | 50.66%, Sept 2022 | Target and timescale: | 50.50%, Sept 2022 |
| Why is performance at the current level?  |   |                   |                       |                   |
| <p>Performance has been negatively impacted by lower levels of recovery action in the early part of the year, this was due to restrictions of magistrates courts and that resources were being used to deliver the energy rebate scheme. These issues are no longer impacting the team.</p> <p>Some positive impacts to the collection rate is the additional £50 hardship payment to those in receipt of council tax reduction and also the posting of some energy rebate payments to council tax accounts (circa £2.2m)</p> |   |                   |                       |                   |
| How can we improve / maintain performance?  |   |                   |                       |                   |
| <p>We will aim to maintain performance over the remaining months of this financial year. We have a recovery timetable in place for the remaining months of the year, but due to the late start on recovery action (as explained above) this will have an impact on some people’s ability to clear their bills in full before the end of the year.</p>   |   |                   |                       |                   |

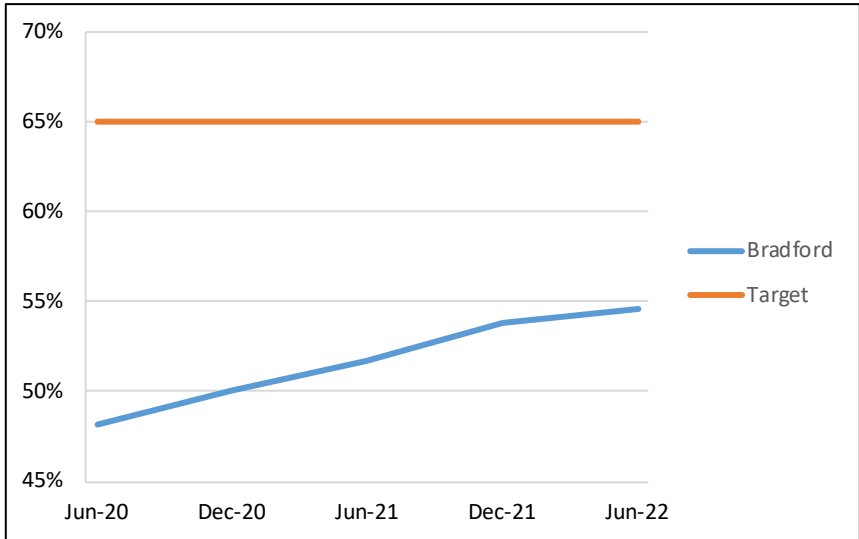
The cost of living crisis will undoubtedly have an impact especially over the colder winter months, as people prioritise fuel payments.

We are closely monitoring collection and our collection strategies have been aligned even more to encouragement of early engagement and payment. We make use of digital technology to ensure that taxpayers have chances to make contact with us before we move into more serious and costly recovery action.

| Council Plan Priority:   | Well Run Council  |                       |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
|--|---|-----------------------|-------------------|-------|--------------|------------|--------|-------|-------|--------|-------|-------|--------|-------|-------|--------|-------|-------|--------|-------|-------|
| Performance Measure:   | Percentage of Non-domestic Rates Collected  |                       |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Recent Trends:   |  <table><caption>Recent Trends Data</caption><thead><tr><th>Month</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>May-22</td><td>29.56</td><td>20.00</td></tr><tr><td>Jun-22</td><td>35.00</td><td>28.33</td></tr><tr><td>Jul-22</td><td>42.00</td><td>36.67</td></tr><tr><td>Aug-22</td><td>50.00</td><td>45.00</td></tr><tr><td>Sep-22</td><td>60.56</td><td>53.32</td></tr></tbody></table> |                       |                   | Month | Bradford (%) | Target (%) | May-22 | 29.56 | 20.00 | Jun-22 | 35.00 | 28.33 | Jul-22 | 42.00 | 36.67 | Aug-22 | 50.00 | 45.00 | Sep-22 | 60.56 | 53.32 |
|  | Month   | Bradford (%)          | Target (%)        |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| May-22   | 29.56   | 20.00                 |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Jun-22   | 35.00   | 28.33                 |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Jul-22   | 42.00   | 36.67                 |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Aug-22   | 50.00   | 45.00                 |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Sep-22   | 60.56   | 53.32                 |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Actual and timescale:  | 60.56%, Sept 2022   | Target and timescale: | 53.32%, Sept 2022 |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| Why is performance at the current level?   |   |                       |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| <p>The collection rate is higher than projected in part due to the allocation of the CARF in this year for the previous financial year and the fact that we informed businesses that if they had paid their 2021/22 account the “credit” would be used to adjust their 2022/23 rates bill. It also reflects that we have been able to progress enforcement action this year in May unlike the previous year when it did not start until August 2021.</p> <p>Whilst collection is currently looking healthy we are mindful of the current economic climate and are starting to see a drop in actual payments coming through</p> |   |                       |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| How can we improve / maintain performance?   |   |                       |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |
| <p>We are continuing to monitor our performance in the current economic climate and at the same time prioritise work that impacts directly upon collection levels whilst we are having to manage with reduced resources on the Team. Both will impact of the on our ability to maintain current performance levels.</p>  |   |                       |                   |       |              |            |        |       |       |        |       |       |        |       |       |        |       |       |        |       |       |



## 08 – Equalities / Human Resources Performance Templates

| Council Plan Priority:   | Equalities / Human Resources   |                       |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
|--|--|-----------------------|----------------|------|--------------|------------|--------|-----|----|--------|-----|----|--------|-----|----|--------|-----|----|--------|-------|----|
| Performance Measure:   | Percentage of top 5% employees who are female  |                       |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Recent Trends:   |  <table><caption>Recent Trends Data</caption><thead><tr><th>Date</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jun-20</td><td>~48</td><td>65</td></tr><tr><td>Dec-20</td><td>~50</td><td>65</td></tr><tr><td>Jun-21</td><td>~52</td><td>65</td></tr><tr><td>Dec-21</td><td>~54</td><td>65</td></tr><tr><td>Jun-22</td><td>54.60</td><td>65</td></tr></tbody></table> |                       |                | Date | Bradford (%) | Target (%) | Jun-20 | ~48 | 65 | Dec-20 | ~50 | 65 | Jun-21 | ~52 | 65 | Dec-21 | ~54 | 65 | Jun-22 | 54.60 | 65 |
| Date   | Bradford (%)   | Target (%)            |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Jun-20   | ~48  | 65                    |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Dec-20   | ~50  | 65                    |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Jun-21   | ~52  | 65                    |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Dec-21   | ~54  | 65                    |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Jun-22   | 54.60  | 65                    |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Actual and timescale:  | 54.60%, June 2022  | Target and timescale: | 65%, June 2022 |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| Why is performance at the current level?   |  |                       |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |
| <p>Performance measure has continued to increase over the last two years as there is a lot of supporting WFD initiatives for female employees that are actively promoted. Although the initiatives are not specifically targeted to female employees they are offered and actively engaged by female employees. During 2022 and around June 2022, a number of WFD initiatives were launched.</p> <ul style="list-style-type: none"><li>- Actively promote <b>Manager Toolkits</b>, covering topics, goals setting, performance process, Council Plan and Bradford Behaviour Framework, as part of on-going employee management development</li><li>- Actively promote <b>eLearning</b> that is available, e.g. optimising Team Performance Bitesized learning,</li><li>- Launched 2022: <b>Coaching Culture</b>, 49 thirty-minute Learning packages, totalling 24.5 hours of learning</li><li>- Refreshed training programme focused <b>on inclusion, building inclusive cultures and building management capacity to lead diverse teams</b>, e.g. Cultural Intelligence, RESPECT programme</li><li>- A commitment to all staff having a minimum of <b>5 learning development days</b> per year</li><li>- Development of an <b>Ally programme</b> to support underrepresented groups</li></ul> |  |                       |                |      |              |            |        |     |    |        |     |    |        |     |    |        |     |    |        |       |    |

- Launched in 2022, 4<sup>th</sup> **Tier Management** Network
- Launched **staff networks**, which includes BME Women's network, Women's voice
- **Employee Wellbeing Champions** network (20-30 members)
- **Cultural Intelligence** accelerator Elearning and virtual workshops
- Launched in 2022 **Bitesized Sessions**, which are live interactive sessions delivered by (Common Purpose and topics include, e.g. Mental Health, Sexual Orientation, Gender Equality, Disability, Race
- Continually refresh **talent management** programmes e.g. apprenticeships, graduates
- Continually review **Evolve Learning Management System**
- **Equality and Diversity Mandatory E-learning** – 60-minute overview and guided legislation on the 9 protected characteristics. The training is assigned to all staff, including managers. The course is distributed / available in PDF format for non-ICT enabled employees.
- Further learning developed around more detailed protected characteristics, e.g. LGBT Awareness elearning
- **New Starter Learning**, for all staff with PC Access and non-ICT enabled staff; dispersed groups
- Any training programmes and support policies around pregnancy and child birth, Adoption.
- Launch of Women into Leadership Programme

#### **How can we improve / maintain performance?**

**Current WFD initiatives will continue to be delivered and actively promoted throughout 2023 to the full workforce, including female employees.**

- Ensure targets can be measured, evidenced and aligned to workforce development programmes
- Increase sign up of Bitesized Sessions (Common Purpose) e.g. covering topics around protected characteristics, e.g. MH, Sexual Orientation, Gender Equality, Disability, race.
- Increase performance management appraisal completion rates including review of the appraisal document to ensure it is inclusive, current and more streamlined
- Continue with outstanding actions from current Workforce Development Strategy
- Continue to promote 4<sup>th</sup> tier networks.

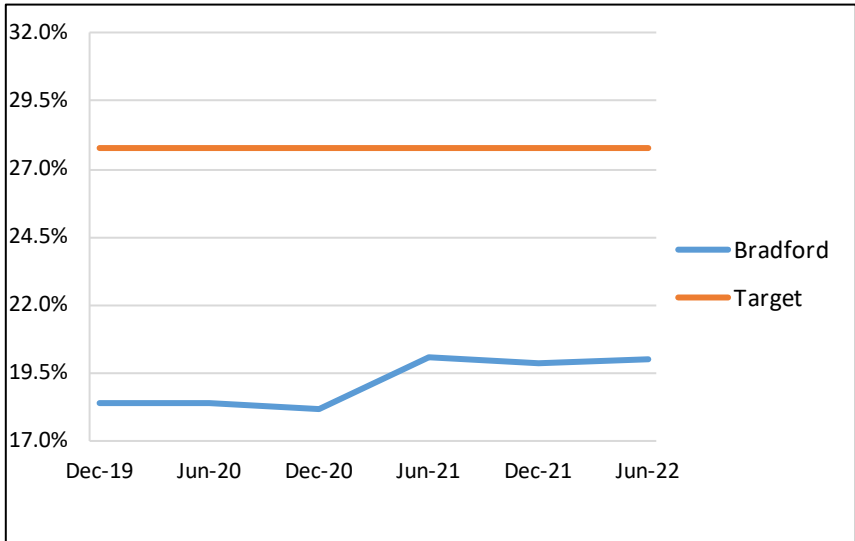
- Continue with talent development programmes, NGDP scheme, apprenticeships
- Support & enable employees to take responsibility for their own growth and development e.g. continue to promote eLearning programmes; Manager Toolkits; learning days
- Continue with the Allyship Programme, which has included female specific and intersectional sessions e.g. Misogyny.
- Continue to develop coaching style of management, and encourage take up of Coaching Culture learning packages,
- Continue to promote the target of 5 learning development days per year

**New WFD initiatives planned from July 2022 onwards include:**

- Launch (November 2022) an Executive and Senior Leadership Development programme- ‘Strengthening Leadership Culture into the Future’ (Real World)
- (2023) Roll-out Staff Survey and analyse cross sectionally as well as by Directorate /Service /team. Encourage take up of Staff Survey and increase completion rates
- Develop a communication and engagement strategy for dispersed groups including non-ICT enabled staff
- Programme in development by the women staff network that will address intersectional issues.
- 2023 Increase Leadership and Management capability
- Launch a 4<sup>th</sup> tier development programme (aspire to 3<sup>rd</sup> tier)

**Additionally, the WFD will commence further work on:**

- Creating an environment where all females staff feel they can progress and develop to the best of their ability (Zero Tolerance policy to discrimination and actively challenge misogyny).
- Monitor L&D datasets, including L&D attendance and evaluation data, to ensure all female employees are participating and benefiting from the programme
- Increase promotion of workforce learning and development initiative to all female employees.
- Improve engagement of workforce learning and development initiatives with female employees (where applicable), including all staff networks and BME Women’s Staff Network

| Council Plan Priority:  | Equalities / Human Resources  |                       |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
|---|---|-----------------------|---------------|------|--------------|------------|--------|------|------|--------|------|------|--------|------|------|--------|------|------|--------|------|------|--------|------|------|
| Performance Measure:  | Percentage of employees from BAME backgrounds   |                       |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Recent Trends:  | <div><table><caption>Recent Trends Data</caption><thead><tr><th>Date</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Dec-19</td><td>18.5</td><td>27.5</td></tr><tr><td>Jun-20</td><td>18.5</td><td>27.5</td></tr><tr><td>Dec-20</td><td>18.2</td><td>27.5</td></tr><tr><td>Jun-21</td><td>20.0</td><td>27.5</td></tr><tr><td>Dec-21</td><td>19.8</td><td>27.5</td></tr><tr><td>Jun-22</td><td>20.0</td><td>27.5</td></tr></tbody></table></div> |                       |               | Date | Bradford (%) | Target (%) | Dec-19 | 18.5 | 27.5 | Jun-20 | 18.5 | 27.5 | Dec-20 | 18.2 | 27.5 | Jun-21 | 20.0 | 27.5 | Dec-21 | 19.8 | 27.5 | Jun-22 | 20.0 | 27.5 |
| Date  | Bradford (%)  | Target (%)            |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Dec-19  | 18.5  | 27.5                  |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Jun-20  | 18.5  | 27.5                  |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Dec-20  | 18.2  | 27.5                  |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Jun-21  | 20.0  | 27.5                  |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Dec-21  | 19.8  | 27.5                  |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Jun-22  | 20.0  | 27.5                  |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Actual and timescale:   | 30%, Q2, 2022   | Target and timescale: | 33%, Q2, 2022 |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Why is performance at the current level?  |   |                       |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| <p>Performance measure has continued to increase over the last two years as there are a lot of supporting WFD initiatives for employees from BAME backgrounds, that are actively promoted and accessed by this cohort.</p> <p>Although not all initiatives are specifically targeted to employees from BAME background.</p> <p>During 2022, a number of WFD initiatives were launched.</p> <ul style="list-style-type: none"><li>- Actively promote <b>Manager Toolkits</b>, covering topics, goals setting, performance process, Council Plan and Bradford Behaviour Framework, as part of on-going employee management development</li><li>- Actively promote <b>eLearning</b> that is available, e.g. optimising Team Performance Bitesized learning,</li><li>- Launched 2022: <b>Coaching Culture</b>, 49 thirty-minute Learning packages, totalling 24.5 hours of learning</li><li>- Refreshed training programme focused <b>on inclusion, building inclusive cultures and building management capacity to lead diverse teams</b>, e.g. Cultural Intelligence, RESPECT programme</li><li>- A commitment to all staff having a minimum of <b>5 learning development days</b> per year</li></ul> |   |                       |               |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |



- Development of an **Ally programme** to support underrepresented groups
- Launched in 2022, **4<sup>th</sup> Tier Management Network**
- Launched **staff networks**, which includes Race Equality network, BME Women's Staff Network
- 
- **Employee Wellbeing Champions** network (20-30 members)
- **Cultural Intelligence** accelerator Elearning and virtual workshops
- Launched in 2022 **Bitesize Sessions**, which are live interactive sessions delivered by (Common Purpose and topics include, e.g. Mental Health, Sexual Orientation, Gender Equality, Disability, Race
- Continually refresh **talent management** programmes e.g. apprenticeships, graduates
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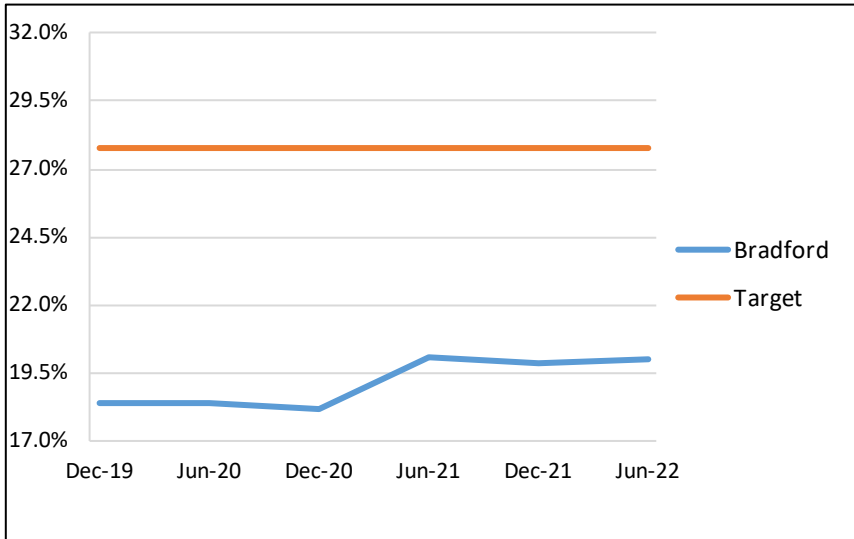
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Creating an environment where all employees from BAME background feel they can progress and develop to the best of their ability (Zero Tolerance policy to discrimination

To monitor L&D datasets, including L&D attendance and evaluation data, to ensure BAME employees are participating and benefiting from the programme

Increase promotion of workforce learning and development initiative to BAME employees.

Improve engagement of workforce learning and development initiatives with BAME employees (where applicable), including all staff networks and Race Equality network, BME Women's Staff Network

| Council Plan Priority:  | Equalities / Human Resources  |                       |                |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
|---|---|-----------------------|----------------|------|--------------|------------|--------|------|------|--------|------|------|--------|------|------|--------|------|------|--------|------|------|--------|------|------|
| Performance Measure:  | Percentage of top 5% employees by income who are from BAME backgrounds  |                       |                |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
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| Actual and timescale:   | 20%, June 2022  | Target and timescale: | 28%, June 2022 |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
| Why is performance at the current level?  |   |                       |                |      |              |            |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |        |      |      |
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- Development of an **Ally programme** to support underrepresented groups
- Launched in 2022, 4<sup>th</sup> **Tier Management** Network
- Launched **staff networks**, which includes Race Equality network,, BME Women's Staff Network
- 
- **Employee Wellbeing Champions** network (20-30 members)
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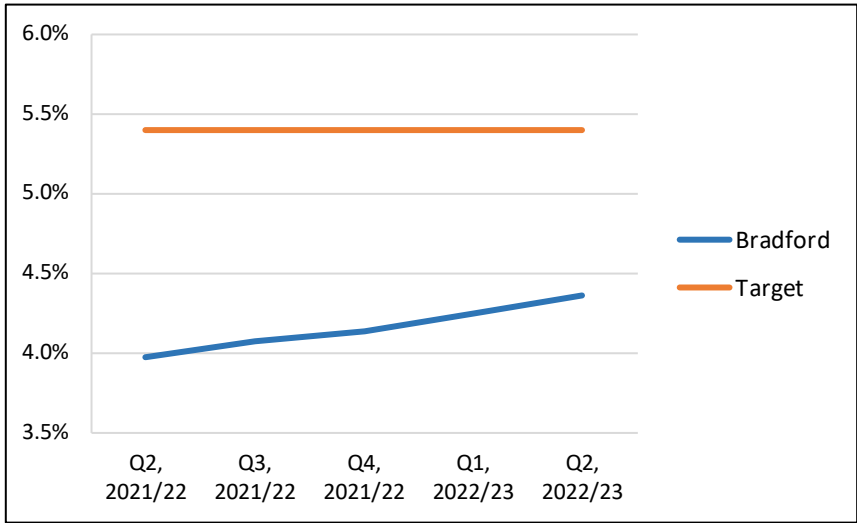
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|--|--|-----------------------|----------------|---------|--------------|------------|-------------|------|-----|-------------|------|-----|-------------|------|-----|-------------|------|-----|-------------|------|-----|
| Performance Measure:   | Percentage of Employees with a <b>Disability</b> (excludes Schools)  |                       |                |         |              |            |             |      |     |             |      |     |             |      |     |             |      |     |             |      |     |
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## Full list of performance indicators

| Skills, Jobs and Economy  |  |
|---|--|
| 20,000 more people into work in the district by 2030  | Median earnings of employees in the area   |
| 48,000 additional number of people in the district with NVQ level 3 and above by 2030                                     | Healthy life expectancy at birth (Male)  |
| Healthy life expectancy at birth (Female)   | Percentage of total third party spend with suppliers operating from within the district - Rolling Values   |
| Decent Homes  |  |
| An additional 1,703 homes delivered per year  | Ensure statutory homelessness remains below the England average per 1,000 households   |
| Increase the number of homes improved through council interventions   | Number of new affordable housing units   |
| Good Start, Great Schools   |  |
| By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average | Percentage of pupils achieving 9-4 pass in GCSE English and Maths  |
| Persistent absence rates  | Percentage of Year 1 pupils achieving the Phonics Standard   |
| Better Health, Better Lives   |  |
| Maintain performance for the number of older people in new care home placements per 100,000 over 65s                      | Reduce % of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.                  |
| Bring % of re-referral cases in children's social care in line with our statistical neighbours.                           | Reduce childhood obesity rates at year 6 to statistical neighbour average – excess weight  |
| Increase the percentage of adults who are physically active to the regional average                                       | Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average score from the total of SDQ scores) |
| Proportion of adults with LD who live in their own home or with their family  | Proportion of adults with LD in paid employment  |
| Safe, Strong and Active Communities   |  |
| Improve the percentage of people from different backgrounds who get on well together                                      | Reduce the number of people killed or seriously injured in road accidents  |
| Local (VCSE) Voluntary, Community and Social Enterprise (sector) spend  | Percentage of people who feel safe in their local area   |
| Sustainable District  |  |
| UK Air Quality legal limits   | Percentage of household waste sent for reuse, recycling and composting   |
| Greenhouse gas emissions from Council operations  |  |
| Well Run Council  |  |
| Percentage of Employees with a Disability (not including schools)   | Ensure spending is within budget and year on year savings agreed by council are delivered  |
| Percentage of Council Tax collected   | Percentage of Non-domestic Rates Collected   |
| Percentage of employees from LGBTQ+ backgrounds   | Percentage of employees from BAME backgrounds  |
| Percentage of top 5% employees by income who are from BAME backgrounds  | Percentage of top 5% employees who are female  |

## Appendix B - Underpinning Principles Case studies

### Equalities at the heart of all we do

Everyone can access services and opportunities regardless of their background. We embrace our different communities across the whole district and build an inclusive organisation.

### RESPECT Campaign and Programme

The RESPECT campaign was created by individuals in our Staff Directed Networks who wanted to create an inclusive and equitable culture for everyone. RESPECT means:

**Rights** – Everyone has a right to feel safe and included and free from discrimination

**Equality** – At the heart of what we do and the people we support

**Speak up** – If you witness a colleague is behaving inappropriately, say something

**Person-centred** – Treat others as they wish to be treated

**Education** – Learn more about different aspects of equality and inclusion

**Champion** – Lead by example to promote equality in your behaviours and those of colleagues

**Think first** – How would your comments or actions make someone else feel?

RESPECT provides staff with a platform to champion equality, diversity, and inclusion. The programme aims to eliminate discrimination and allow allies to express themselves. Encouraging staff to share their experiences within equality, diversity and inclusion topic-based sessions, allies of the RESPECT campaign support one another by discussing and deconstructing discriminatory behaviours, experiences and microaggressions, and gravitate towards self-declaration and positive self-awareness. As a support network, RESPECT is a catalyst for positive change across the staff body, by providing a safe place of shared value and common understanding. In its recent progress, the RESPECT Allyship programme won an award for *Diversity & Inclusion* at the Council's annual Service Excellence Awards 2022.

The RESPECT Campaign has three strands:

- Allyship Programme
- Awareness e-learning
- Information Hub

### Alleyship Programme

Being an Ally means being able to flourish regardless of one's background, race, gender, sexuality, disability, age, circumstances, or any other features of one's true self.

The RESPECT programme embraces '*Equalities at the heart of all we do*'. Formally launched in May 2022, this programme embraces inclusivity and integration within the workforce by demystifying barriers to involvement through experiences of marginalisation and exclusion based on protected characteristics. Clearing these barriers, RESPECT pushes conversations regarding EDI topics chosen by Allies themselves and by members of the seven staff networks:

The programme has fast developed to 509 Allies, meaning six percent of the Council's staff body are engaged and delighted with RESPECT – this is proven by a wealth of positive feedback and support. The principles which govern RESPECT's priorities and outcomes consider topics such as Transgender and Non-Binary Awareness, Misogyny in the Workplace, Race & Language, Disabilities Awareness & Allyship, Mental Health, and Understanding Intersectionality. As a true learning opportunity, the RESPECT sessions give Allies an opportunity to respond to lived experience videos, share stories, and discuss what it means to be an equal and diverse workforce.

### **Awareness e-learning**

Further, e-learning and training opportunities are available to staff members, in which 95.7 percent of participants *strongly agree* that they can apply this training in real-life practice in the workplace. The RESPECT information hub is a further outlet in which RESPECT and EDI progress and work are found. Including pieces on EDI policies, a calendar for significant dates, direct links for training, and information about EDI in practice through the programme, this share point provides a discussion point section.

Within its philosophy to create a community which listens and supports one another regardless of background characteristics, the RESPECT campaign has set out to growth further, with some of its future objectives listed below:

- *RESPECT Advocates Initiative* – Allies volunteer to support and provide guidance to staff who are experiencing alleged discriminatory behaviour or actions
- *'Banish the Banter' Campaign* – A campaign aimed to eliminated 'banter' about protected characteristics, which is in fact discriminating and isolating individuals
- *Listening Circles (Safe Spaces)* – Staff can voice their concerns and experiences to a member of senior leadership, in which the Council Management Team can provide guidance and support
- *System-wide rollout discussion* – The RESPECT Campaign plans to expand to Bradford Council partners, such as the NHS, the West Yorkshire Police, the voluntary and community sector, and commissioned services.

### **Information Hub**

In this long-term plan, this programme commits to its allies by providing an integrative support hub which challenges experiences of marginalisation. As a winner of the SEA 2022, RESPECT sets out to grow and produce these open conversations on a greater scale. The programme incorporates equalities as an intrinsic factor reflecting on Bradford District's vibrancy in ethnic groups and demographic diversity. By providing Allies with skills and knowledge, as a sustainable performance vision, RESPECT maintains an environment for growth and inclusion, in which its strategies build a more representative and socially coherent version of Bradford Council, and soon to wider groups in the community.

## Working together

Partnership and collaboration will be central to the success of our Council Plan.

### Fairmount Housing Project

The Fairmount housing Project was funded by the Department for Levelling Up, Housing and Communities' (DLUHC) Rough Sleeping Accommodation Programme and Homes England. The project provides 18 units of accommodation and support for people in Bradford who have experience of rough sleeping.

The Fairmount approach is:

- Engagement - set by the client, not the service. Engagement can simply be the client saying hello to staff
- Support sessions are not set out at specific times but to suit the clients. Staff will carry out support when the client is ready and motivated
- Small achievements are seen as massive achievements. Baby steps matter – these are the formation of a client's journey.
- Strength based approach – focusing on what the client is good at and not negative behaviour. As a scheme it is understood that these people are adults with capacity to make their own decisions. However, support from external agencies such as substance services, health care professionals, mental health services, criminal justice services are involved to ensure that harm reduction is discussed, advice, and treatment is provided on site.
- Identifying the root cause of homelessness – such as addiction, mental health - then working with the client to provide the tools to try and deal with their issues from the beginning. It may be that some of the trauma these clients have encountered is so deep rooted that the client may never be able to move on, however they are in a home which is safe and support is available to work through at their own pace
- Peer Mentor support – to engage with clients in activities that they enjoy doing, focusing on 'normal'. Going to Costa Coffee for a drink, days out to different places, utilising existing services, Fairmount has an allotment which is frequently used by existing and former clients, cooking meals, being shown how to cook but also the preparation, budgeting and delivery, going for walks. The list is endless and is driven by the clients

There are 17 self-contained flats at Fairmount and six dispersed units within the community. Thirty-eight people have been supported by the project.

The project offers flexibility and thinking outside of the box when dealing with issues and incidents, identifying that clients behave in a certain way for a reason and trying to establish that reason so they can move forward. The project provides intensive and aspirational person-centred support through building a trusting relationship with the client.

*'Fairmount is reliable, positive, it shows a deep respect for people with multiple and complex needs. It is understanding, staff are passionate about what they do while having all these attributes it remains true to its self while maintaining professional boundaries and it gives people hope as before Fairmount they had none. Fairmount is a Queen in the game of chess in this multiple needs game. It makes a big difference to peoples' life while remaining positive'*

## Early help and prevention

Supporting people early and in their communities to prevent their needs from increasing and to improve their outcomes.

### Cost of Living Crisis Campaign

Through the district Anti-Poverty Co-ordination Group, Bradford Council worked with Community Action Bradford and District (CABAD) and Bradford District and Craven Health and Care Partnership, to coproduce and launch a website to help people access support with the cost of living crisis - [costoflivingbradford.co.uk](https://costoflivingbradford.co.uk).

A booklet full of advice and guidance was also produced; '[Cost of living: Support in the Bradford District](#)' with copies available at libraries, community centres, GP practices, food banks and information centres. Another print run was required, meaning that 90k booklets have been distributed across the district.

The council also made available a £5.7m support package to help the most vulnerable this winter using the Household Support Fund. The majority of the money, around £3.55m, is to make direct payments to low income households. Every household in receipt of council tax reduction will get a £65 payment towards increased fuel costs with an additional £20 one-off payment per child in the household for food. People didn't need to apply for the payment. Anyone who qualified was to automatically be sent a voucher, by post, in December.

Around £1.1m was provided to voluntary and community groups across the district to provide healthy food hampers to families in need.

Extra funds were also given to foodbanks and money was allocated to help set up a network of warm spaces across the district. These are places anyone can go for free to be warm and save on heating costs at home. The warm spaces are advertised through the cost of living website.

The Council also worked with Carers' Resource to help unpaid carers, with Bradford Baby Bank to help children who need beds and with Bradford District Credit Union to help single parents with the cost of school uniforms. Money was also allocated to the [Warm Homes Healthy People](#) service which helps people who are vulnerable to illness as a result of cold, damp housing conditions with fuel costs and heating repairs.

Support has also been made available for care leavers and schemes to provide those in urgent need with fuel top-ups on pre-payment meters and to help people buy essential household items such as a cooker or fridge at a low cost.

The leader of Bradford Council, Cllr Susan Hinchcliffe, said: "The Anti-Poverty Strategy is clear that by working together, we want to make sure that Bradford District is a place where everyone, regardless of background, can realise their potential and lead fulfilling lives free from the scarring effects of poverty and inequality.

"We know that these are terribly difficult times for a lot of people across the district. The cost of living crisis is having a devastating impact on communities and this is on top of the impact from the pandemic. We are using the limited funding available to us to help support people in most need and will do everything we can to continue to support residents."



## Every pound counts

Making services effective and innovative for prudence in use of the Council's financial resources. Ensuring a value-for-money approach to service delivery and increasing the proportion of Council resources spent locally to help grow the Bradford District economy.

## Data Transformation

The way the Council serves residents and other community stakeholders is significantly improving as a result of its ongoing data and digital transformation processes. Using Power BI, part of the Microsoft Suite already used in the Council, it has delivered significant cost savings, and enhanced efficiency and effectiveness. The Data Transformation project implemented in Adult Social Care Department provides a case study of the gains of this work.

## Case Study: Data Transformation in Adult Social Care

### What needed transforming

The Adult Social Care Department collects a lot of information when delivering services to their customers. Such information covers the customer's whole journey – from contact to assessment, to services, and to outcomes. This information is complex as different services of care, often for the same customer, start and finish at different times depending on their care needs. The complexity of the information made rendition of management and regulatory returns extremely difficult, resulting in teams of not less than three staff members spending several months to produce just one Short- and Long-Term (SALT) return, which is a critical annual return of the service.

### What was done

Using Power BI, we undertook a Data Transformation project in Adult Social Care department to design and implement business intelligence dashboards with capabilities for data extraction, cleansing, analysis and visualisation, and a process automation, and smart interactive user-interface.

### What challenges were overcome

The data collected by Adult Social Care was not clean – having a very high volume of inaccurate entries and missing values. But by building Power BI models to identify gaps and doing automatic notifications to teams, inaccuracies and missing values were eliminated from the datasets. This paved the way for creation of a warehouse of clean data for the department.

### What has happened

Adult Social Care Department now enjoys a higher quality standard of reporting. The Short- and Long-Term (SALT) return is now completed by an individual in a few hours. Other returns to other stakeholders, like the Adult Social Care Framework (ASCF), have all significantly improved.

### How has the Data Transformation benefitted Adult Social Care Department

This has freed up staff time to for other service uses. It has freed up analysts to go to frontline partners to assist them to understand and appreciate the value of accuracy in recording and reporting. This further improves the quality of the data the department collects. Further, insights from the data are available for members of staff of other units and departments who need the analysis, and who can make inputs from examining the

analysis to help the Adult Social Care Department improve service delivery or operations.

#### **In what other ways has the Data Transformation benefitted the Council**

It has turned the complex data the service already had into information and intelligent business insights that management can now use to make informed, evidence-led decisions. Cutting down significantly on the time and number of personnel required to conduct analysis has resulted in significant cost savings to the Council. Further, the Council derives more value from staff as they have been freed up to engage in other operations and services of the Council.

## **Living Well**

We will work to make it easier for people in the district to adopt healthier lifestyles.

### **Living Well Schools**

The Living Well Schools platform continues to provide schools with support in using evidence based programmes and resources to improve whole school health and wellbeing.

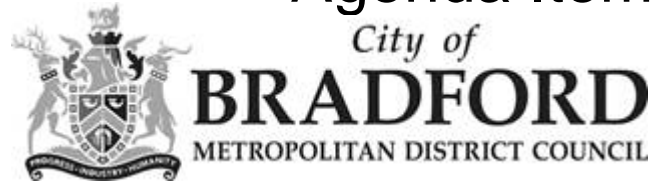
The Poverty Proofing the School Day project is now returning to schools that participated, to measure its impact. It will do this through speaking with all staff, parents and running focus groups with the pupils, as well as governors.

From this, Public Health plan to create a poverty proofing network with the schools who took part, then disseminate this out to include schools across the district to:

- share best practice and ideas for supporting pupils
- remove barriers to education
- train all staff in Poverty Proofing,
- create a direct link with Public Health.

Living Well Schools is putting on an event for school leaders in February 2023 to showcase adversity, trauma and resilience work happening in the district with schools and to act as a knowledge exchange. This will be the first of a number of events.

Living Well Schools as a programme also completed a ripple effect mapping to review progress to date and held a vibrant workshop to shape the priorities for the future of the programme with key stakeholders across the district.



## Report of the Strategic Director, Place to the meeting of Executive to be held on 7<sup>th</sup> March 2023

**BF**

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### Subject:

Bereavement Services Strategy Update

### Summary statement:

This report provides a progress update on delivery of the Council's Bereavement Services Strategy and seeks approval for further projects and the required corporate capital funding.

### EQUALITY & DIVERSITY:

The Bereavement Services Strategy aims to deliver the objectives of the Council's Organisational Equalities Culture by ensuring services are well run, fit for purpose, and fair and inclusive in their approach. The Strategy recognises and supports equality of opportunity between different groups, particularly religious in nature, through provision of relevant, accessible and in some cases bespoke services.

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David Shepherd – Strategic Director,  
Place

### Portfolio:

Healthy People and Places

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### Overview & Scrutiny Area:

Regeneration and Environment

## **1. SUMMARY**

This report provides a progress update on delivery of the Councils Bereavement Services Strategy and seeks approval for further projects and the required corporate capital funding.

## **2. BACKGROUND INFORMATION**

### **2.1 Bereavement Services Strategy - Delivery Plan**

#### **Crematoria**

The Bereavement Strategy was adopted in late 2016 and identifies the challenges facing the Service. It provides clear direction, enabling the Council to focus its resources and finances (capital and revenue), on delivering a sustainable, future bereavement service.

The strategy focusses on the improvements required to deliver a comprehensive service to the public including, at its core, the need for an investment programme to deliver infrastructure thus mitigating any future disruption to bereavement services in the Bradford district.

The major element of the strategy relates to investment at the Councils three crematoria.

- Scholemoor was created in 1905 and is the only purpose built crematorium in the district.
- All buildings are over 100 years old.
- The three existing sites are constrained in terms of facilities, future capacity and provide access challenges.
- The existing six cremators are over 25 years old, have exceeded the manufacturers stated working-life and do not meet the current air quality emission requirements set by DEFRA.

The adopted strategy and associated delivery plan included the refurbishment of Oakworth Crematorium and the construction of two new crematoria, to replace the existing facilities at Nab Wood and Scholemoor.

#### **Cemeteries**

The Strategy highlighted the requirement for additional burial capacity in the medium term to ensure that satisfactory burial services continue to be provided to the Muslim community via a longstanding partnership with the Bradford Council for Mosques. This is particularly important in the south of the district where more than two thirds of the annual number of new burial plots are required.

The overall success and deliverability of the plan to deliver new cemeteries is dependent on a number of key factors. For simplicity, the overall project has been split into three phases all of which have different delivery timescales:

## Phase 1

Extension of the existing Muslim burial ground at Scholemoor cemetery to provide immediate additional capacity.

## Phase 2

Additional burial plots delivered through further interventions including:

- the extension of Bowling cemetery – outline' planning approval to proceed has been secured and the project is subject to final funding approval.
- the establishment of a new cemetery, likely to be on Council owned land
- the acquisition of land to allow further and larger cemeteries to be established.

## Phase 3

Development of a major new cemetery to deliver long term capacity beyond 2050. This will require further planning consents and funding approval.

## 2.2 Governance Timeline

Executive November 2016 – Adoption of the Bereavement Services Strategy

Executive July 2018 – Approved appointment of external specialists Rex Procter & Partners to assist with the crematoria investment delivery plan. Also delegated approval to upgrade the crematory at Oakworth Crematorium.

Executive June 2019 – Approved the revised and increased cost estimate for the refurbishment of Oakworth crematorium at £2.75m.

Regeneration & Environment Overview & Scrutiny Committee (REOS) July 2019  
Considered and noted the intent to let contracts for the refurbishment of Oakworth Crematorium and also to procure 5 cremators (estimated £3.5m).

Executive November 2019 - Delegated approval to build Heaton crematorium at a cost of £9.1m subject to land acquisition and planning permission

Executive January 2020 - Delegated approval for Bierley crematorium at a cost of £10.3m subject to land acquisition and planning permission together with all necessary action to negotiate the acquisition of the required land.

REOS December 2020 - Considered and noted the intentions to enter into a contract for the construction of Heaton crematorium.

Executive October 2021 – Delegated approval to award the contract for the construction of Heaton Crematorium.

Executive February 2022 – Delegated approval to progress with the delivery of the Crematoria Investment Plan within a revised overall programme budget of £29.7m.

REOS July 2022 - Considered and noted the intention to tender the construction of a new crematorium at Bierley at a value in excess of £2m.

### **3 DELIVERY PLAN PROGRESS**

#### **Crematoria**

Oakworth Crematorium has been successfully refurbished in line with the strategy by Bradford contractor Bermar. The building has been significantly extended to accommodate the new cremator and ancillary filter equipment whilst retaining the existing but refurbished service hall/chapel. The crematorium was re-opened in March 2022 and funeral activity has now returned to levels similar to those before closure.

The first of the two new crematoria, at Heaton, is approaching the end of the construction phase and is due to open in June 2023. This will replace Nab Wood Crematorium and the projected final costs are currently within the budget estimate.

Following planning approval for a revised access road configuration, acquisition of the necessary land in Bierley is now subject to final stages of the legal process. This will allow the second new crematorium facility to be established, providing a replacement for Scholemoor Crematorium. It is currently intended that construction will proceed in summer 2023, subject to final sign off which will be sought once detailed costings are finalised.

#### **Cemeteries**

Phase 1 works were completed in 2020 with the successful extension of the Muslim burial ground at Scholemoor cemetery. The Council also engaged specialists CDS (Cemetery Development Solutions) to assist with the identification, assessment and development of further burial capacity.

Phase 2 work, to date, has identified the remaining undeveloped land at Bowling Cemetery as suitable to provide half of the capacity required within this phase. The cost for provision of the new necessary access infrastructure, site levelling and associated drainage is initially estimated at £2.38m.

Following recent planning approval relating to use of the land, final design details can now be agreed allowing a detailed planning application to be submitted. Subject to approval of this planning consent and also the required capital budget, it is intended that works will start on site in Autumn 2023 with an intended completion date of Spring 2024.

A number of other potential sites are under active investigation to complete Phase 2. These will be brought forward for consideration once detailed assessments and examinations of the sites has been completed.

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

### **4.1 Crematoria Investment Plan**

The capital programme currently includes adequate funding for the crematoria investment programme subject to final costs for Heaton and Bierley crematoria.

Financial analysis for previous Executive reports had been undertaken for the required £29.6m investment required to deliver the entire programme and ensure that the service prudential borrowing requirement of £7m could be managed within the service, without creating significant pressure on existing revenue budgets.

An initial review of the total investment programme costs has already been presented to Executive in early 2022 however, continued and unprecedented inflation costs mean that the revised estimate may still not be sufficient.

### **4.2 Cemetery Investment Plan**

The extension of Scholemoor cemetery cost c. £750,000 and was funded through a provision of £1m within the capital programme. This was allocated when the Bereavement Services Strategy was first adopted.

Phase 2 of the cemetery delivery plan will cost an estimated £5.98m and will need to be included in the Councils capital programme incrementally over the next 2 years.

Careful consideration has been given by the Project Appraisal Group (PAG) to determine the source and extent of capital funding required for Phase 2 of the programme.

It was noted that there is already a requirement for the Service to fund an element of prudential borrowing to deliver the crematoria programme. Furthermore, Phase 2 of the Cemetery delivery plan seeks to provide additional capacity simply to maintain, rather than increase, activity levels resulting in no change to income profiling. Given these facts, it was determined that the service revenue budget was not in a position to accommodate any further borrowing charges.

The intention is then to use corporate capital to fund Phase 2 of the delivery plan with Bowling Cemetery extension to be specifically included in the capital programme at £2.38m for 2023/24. The remaining two projects will be included as reserve schemes to be activated by specific Executive or delegated approval together with further consideration of scheme details and costs by PAG when known.

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

- 5.1** There is a need to provide additional burial grounds to ensure that the partnership arrangement with the Bradford Council for Mosques can continue to deliver funerals according to the faith and culture of the Muslim community.

- 5.2** Recent legislation has introduced relatively stringent technical requirements for the development of new cemeteries in addition to those required through the planning process. This could mean it now takes up to two years to assess, investigate, monitor and obtain the necessary approvals for future sites. The recommendations within this report are therefore based on the need to commit funding now, in order to allow these projects to be developed.

## **6. LEGAL APPRAISAL**

- 6.1** The Cremation Act 1902 provides for a local authority to own and operate cemeteries and crematoria and charge such fees as they see fit. In addition to this, the legislation extends to statutory requirements for keeping registers for burial and cremation together with site plans.
- 6.2** The Cremation (England & Wales) Regulations 2008 also requires that a cremation authority must ensure that a crematorium is maintained in good working order.
- 6.3** Further, the cremation of human remains is also governed by the Environmental Protection legislation with regard to emissions from cremator operation. The level of emissions must be recorded to allow annual certification by the local Environmental Health office. Crematoria across England & Wales have been required to abate emissions of Mercury by 50% (of 2003 levels) since 31<sup>st</sup> December 2012.

## **7. OTHER IMPLICATIONS**

### **7.1 Sustainability Implications**

The strategy will deliver the most sustainable service achievable over a 20 year period and beyond through a programme of capital investment.

The new crematoria have been designed to include energy reduction and recovery systems together with more efficient cremators to reduce both fuel use and subsequent carbon footprint.

Extended or new cemeteries will provide opportunities for biodiversity gain over and above replacement of any essential loss of biodiversity.

### **7.2 Greenhouse Gas Emissions Impacts**

Five of the six Council cremators currently fail to comply with DEFRA's air quality emission requirements as they are not fitted with mercury abatement equipment.

The strategy, when implemented in full, will include mercury filtration equipment to all cremators to meet DEFRA's air quality regulations. The cremators will also be market leading through the use of using nitrous oxide (NOx) abatement technology.

### **7.3 Community Safety Implications**

There are no known Community Safety Implications arising from this report.



#### **7.4 Human Rights Act Implications**

There are no known Human Rights Implications arising from this report.

#### **7.5 Trade Union Implications**

There are no significant staffing implications arising from this report although the Trade Unions will be consulted as required through the Council's IR Framework.

#### **7.6 Ward Implications**

Projects within the delivery plans are taking place across the district. Ward Members have been involved with the project team throughout both consultation and delivery stages.

#### **7.7 Implications for Children and Young People**

There are no known corporate parenting implications arising from this report.

#### **7.8 Issues Arising from Privacy Impact Assessment**

Implementation of the Bereavement Service strategy will not affect the current and compliant processes in place to ensure privacy of personal data in accordance with the legislation in place.

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

None

### **9. OPTIONS**

#### **Commentary**

**9.1** There are extremely limited options for significant burial activity within the District other than that provided by the Council. Therefore, given the level of activity, the Council remains committed to directly facilitate the availability of a sustainable burial service to its communities.

**9.2** There is diminishing burial capacity within the Muslim Burial Ground at Scholemoor and no known suitable existing space within 'south of district' cemeteries other than Bowling.

**9.3** It is also highly unlikely that the Council could provide the level of service currently provided to the Muslim community through use of its internal resources alone, a partnership approach is preferred. However, should a Council-only approach be pursued, further engagement with the community over the permitted and preferred protocol of the burial process will be necessary.

## **Summary Option Statements**

- 9.4** Not to progress with the Phase 2 Cemetery Delivery Plan – this will mean that there will be insufficient capacity for future Muslim burials.
- 9.5** To progress with the Phase 2 Cemetery Delivery Plan to provide additional burial capacity.

## **10. RECOMMENDATIONS**

That Executive approves the following recommendations -

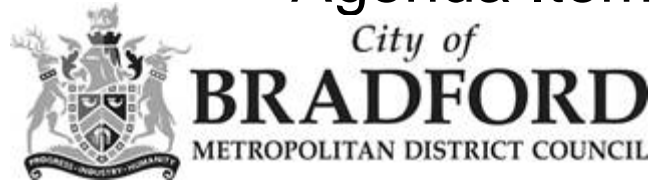
- 10.1** Implementation of Phase 2 of the Bereavement Service's Cemetery Delivery Plan at an estimated cost of £5.98m to be funded within the Council's corporate capital programme.
- 10.2** To progress with the extension of Bowling Cemetery at an estimated cost of £2.38m as the first project within Phase 2 of the Cemetery Delivery Plan.
- 10.3** Delegation of approval of spend to the Strategic Director, Place in consultation with the S151 officer to deliver the first new cemetery as the second project within Phase 2 of the Cemetery Delivery Plan subject only to further review by PAG.
- 10.4** Instruct the Strategic Director Corporate Services to commence preliminary negotiations for the acquisition of sites identified for possible development as major cemeteries.
- 10.5** That Executive receives a further update report on the Bereavement Strategy delivery plans, to include details and options for the development of a major cemetery and to approve acquisition of the necessary land.
- 10.6** Welcomes and supports the progress made to date on delivering the crematoria investment programme within the Council's Bereavement Services Strategy.

## **11. APPENDICES**

None

## **12. BACKGROUND DOCUMENTS**

Bereavement Services Strategy 2016-2031



## **Report of the Strategic Director of Place to the meeting of The Executive be held on March 7, 2023**

**BG**

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### **Subject: Housing Revenue Account Business Plan 2023-2028**

#### **Summary statement:**

This HRA Business Plan sets out the strategic plan for managing and maintaining the council's affordable housing stock. It sets out in detail the short to medium term plans and priorities for housing and asset management services (5 years) and provides a long term (30 year) forecast on stock investment and financial planning.

'This report has not been included on the published forward plan as an issue for consideration, as the plan has been completed following approval of rent increases, agreed at the meeting of Executive on January 31, 2023. To open the Housing Revenue Account on April 1, 2023, the issue must be agreed before that date. This matter only became known following publication of the forward plan, and it is impractical to defer the decision until it has been included in the published Forward Plan for the reasons described, therefore the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council's Constitution.'

#### **EQUALITY & DIVERSITY:**

The HRA Business Plan sets out how the council's supply of affordable housing is to be effectively managed and maintained to provide high quality and well-maintained housing accommodation for those on low incomes. The report therefore impacts particularly positively on those on low incomes with health or disability related conditions that require appropriate housing conditions.

---

David Shepherd  
Strategic Director of Place

**Portfolio:**  
**Cllr. Alex Ross-Shaw - Portfolio Holder for**  
**Regeneration, Transport and Highways**

**Cllr. Sarah Ferriby – Portfolio Holder for**  
**Healthy People and Places**

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

## **1. SUMMARY**

- 1.1 This report seeks approval to the draft Housing Revenue Account (HRA) Business Plan which sets out the council's strategic approach to the future maintenance, repair and refurbishment of the council's affordable housing stock. The plan also establishes the objective of increasing the number of dwellings in ownership by 431 over the first five years operation of HRA. The purpose of this is to ensure that the council plays an increasingly key role in the provision of affordable housing within the district, delivery of regeneration aspirations and to deliver new housing on vacant council owned sites across the District.

## **2. BACKGROUND**

- 2.1 Executive of January 31, 2023, resolved to open a HRA with effect from April 1, 2023. The report referred to the requirement for the council to adopt a HRA Business Plan as part of this process, to be presented to Executive on this agenda.
- 2.2 The draft Business Plan is attached to this report at Appendix 1. The key elements of the plan are as follows.

### **Vision For Housing in Bradford District**

- 2.3 The report sets out the council's vision for housing overall. It sets out the context of the Council Plan priorities generally and the three priorities that are specifically related to housing, namely.
- More homes
  - Quality Homes and Neighbourhoods
  - Homes for all
- 2.4 The Plan gives an overview of key facts about Bradford District, such as population, demographics and economic position and a summary is provided of the council's housing stock in terms of type, size and location.

### **Risks and Opportunities**

- 2.5 The Plan sets out the key risks and opportunities that present themselves in relation to the HRA. For example.

### ***Government Rent Policy***

- 2.6 In normal circumstances, government policy allows rent increases to CPI plus 1%. Due to the current level of inflation, that increase has been limited to 7% for 2023/24. If this restriction were to continue in future years, restricting rent increases to below inflation increases, additional pressure would be placed on the viability of HRA.

### ***Right To Buy***

- 2.7 Excessive purchases of council owned properties would reduce the rental stream and thus affect viability of HRA.

### ***Building Standards and Fire Safety***

- 2.8 The imposition of additional fire safety measures because of the Grenfell Tower tragedy has been considered and appropriate contingencies built into the financial plan for HRA.

### **Housing Services**

- 2.9 The Plan sets out the range of services that the council and its partners provide, such as management, maintenance, tenancy support, policies to address anti-social behaviour and resident engagement.

### **Future Development and Acquisitions**

- 2.10 The report sets out the council's ambition to grow its housing stock. The target is to deliver circa 431 dwellings via acquisitions and building over the first 5 years of the plan. This will significantly increase stock holdings and deliver new housing on sites in council ownership that have proved difficult to secure external investment interest in recent years. In doing so, the council can play an increasingly influential role in meeting housing need within the District. For example, ensuring that young people leaving care have appropriate tenancies as part of the council's corporate parenting responsibilities for care leavers.
- 2.11 Elsewhere in this agenda, approval is sought to participation in the Governments Local Authority Housing Fund scheme, intended to provide settled, medium term accommodation for those fleeing war and persecution as part of the Afghan and Ukrainian re-settlement schemes. In the longer term, these homes will be added to the council's housing stock and help meet the needs of local people. This enables the council to swiftly commence the aspiration of growing its housing stock in the early years of operation of the new Housing Revenue Account.

### **Asset Management Strategy**

- 2.12 The Plan establishes the objective of delivering homes to the Bradford Standard – over and above the required 'decent homes' standard specification, to ensure that the council's stock continues to be an attractive and high-quality housing option to the communities of Bradford moving forward. This includes alarm systems and Electric Vehicle Charging Points to be provided in future. The cost of delivering the standard has been identified as being circa £14.3m over the 30-year life of the plan. This will also include dwellings being built to a high level of sustainability, to at least the standard of the current Part L of Schedule 1 to the Building Regulations and the energy efficiency requirements for dwellings. Plans will be developed as part of the review of future needs, to ensure that the council's housing stock is 'carbon neutral' by the governments target date of 2050.
- 2.13 Positive discussions have been held with colleagues at Homes England in relation to the council's aspiration to become an 'Investment Partner' and secure grant to facilitate delivery of affordable housing across the District.

## **HRA Financial Projections**

- 2.14 The plan sets in in significant detail the financial impact of the plan on the HRA over the 30-year lifecycle. Sensitivity analyses has been undertaken to model the impact of unforeseen negative impacts on the HRA (for instance, excessive RTB's). This demonstrates that HRA is sustainable and debt servicing can be effectively managed throughout the 30-year period.

## **3. OTHER CONSIDERATIONS**

- 3.1 Officers met with colleagues from the Department for Levelling Up, Housing and Communities (DLUHC) on February 8, 2023. They confirmed that upon approval of the attached Business Plan, the council will have put in place all the requirements to successfully discharge its obligations in relation to the direction given by DLUHC under section 74 of the Housing Act 1989 (Duty to Keep a Housing Revenue Account).

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

- 4.1 The annual rent increase and service charges for 2023/24 were agreed by Executive of January 31, 2023. This report sets out the strategic approach to investment and expenditure in future years.
- 4.2 The financial projections relating to the implementation of the HRA business plan are set out in section 8 of the attached draft plan.

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

- 5.1 The risks associated with the HRA Business Plan are captured within the draft plan itself.

## **6. LEGAL APPRAISAL**

- 6.1 The Housing Revenue Account consists of expenditure on Council-owned housing and there is a statutory requirement whereby the Council is obliged to keep its Housing Revenue Account ("HRA") separate from other housing activities in accordance with the Local Government and Housing Act 1989 (as amended) ("the 1989 Act"). In addition, there is a requirement not to allow cross-subsidy to or from, the Council's General Fund Resources.
- 6.2 Statutory requirements as to the keeping of a HRA are contained in the 1989 Act. The 1989 Act includes a duty, under Section 76 of the 1989 Act, to budget to prevent a debit balance on the HRA and to implement and review the budget. The Act places a duty on local housing authorities to: (i) to produce and make available for public inspection, an annual budget for their HRA, which avoids a deficit; (ii) to review and if necessary, revise that budget from time to time and (iii) to take all reasonably practical steps to avoid an end of year deficit.

- 6.3 The HRA Business Plan provides an important mechanism for ensuring that the Council's housing stock is well managed and maintained, and that investment is made to ensure the safety of residents.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

Investment in the housing stock as identified within the HRA Business Plan will improve the environmental standards, efficiency and sustainability of the housing stock concerned.

### **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

Investment in the housing stock as identified within the HRA Business Plan will reduce the emissions related to the housing stock and associated uses.

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

Improvement of the housing stock and delivery of the 'Bradford Standard' will improve the safety and security of the housing stock and as a result, the tenants of the properties in scope.

### **7.4 HUMAN RIGHTS ACT**

None

### **7.5 TRADE UNION**

None.

### **7.6 WARD IMPLICATIONS**

The council's housing stock is located across the District.

### **7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

N/a

### **7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

None as a direct result of this report

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

None

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

None

**9. OPTIONS**

The requirement for a Business Plan as part of the opening of a Housing Revenue Account is a mandatory requirement and so there are no alternative options available.

**10. RECOMMENDATIONS**

That the draft HRA Business plan be approved.

**11. APPENDICES**

Appendix 1 – Draft HRA Business Plan – February 2023.

**12. BACKGROUND DOCUMENTS**

None



## 30 Year HRA Business Plan

March 2023

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# 1. Executive Summary

This HRA Business Plan sets out our strategic plan for managing and maintaining the council's affordable housing stock. It sets out in detail our short to medium term plans and priorities for our housing and asset management services (5 years) and provides a long term (30 year) forecast on stock investment and financial planning.

An important feature of the rental income coming into the HRA is that it will be ring-fenced and must be self-sustaining. The Account cannot be loss-making and require financial support from other council resources. Any surpluses, however, must be re-invested into the housing service and not used to provide cross-subsidy type support to the council's General Fund, which is used to cover the cost of the council's other core services.

It is critical that the council establishes a sound financial baseline and underpinning assumptions for its HRA and understands the financial implications of future delivery options. This Business Plan and Forward Investment Plan will cover these points.

Within this HRA Business Plan we seek to maximise the investment in our housing stock, whilst considering how we can acquire and build further units to assist to meet the housing needs of our communities moving forward.

Based on the current council housing stock, interest rates and level of asset depreciation, the opening balance for the HRA at April 2023 will be £503,000, subject to final outturn 2022/23.

Our initial investment plans for the current stock are estimated at c£14.3m (at today's prices) over the next 30 years. This is still equivalent to expenditure on our homes of over £35,000 per property over the 30 years of investment.

In order to achieve a balanced HRA, we will have to continually review our proposed future activity in terms of maintenance and acquisitions to reflect changes that occur to our housing stock, changes in legislation, new requirements of Government and the Social Housing Regulator. We will also seek to be as effective as possible in collecting our rental income and maximising additional sources of funding, as well as constantly reassessing our expenditure priorities.

For these reasons, this document articulates the council's current outlook, but the council will review its Business Plan every 5-years to re-assess both financial forecasts and future development ambitions.

However, the focus of this current Business Plan represents an ambitious step in opening the HRA and driving housing delivery forwards to achieve substantial growth in its housing stock.

## 2. Introduction

### 2.1 Our HRA Business Plan

The HRA Business Plan sets out our strategic plan for managing and maintaining the council's social housing stock. It sets out in detail the council's short to medium term plans and priorities for our housing and asset management services (5 years) and provides a long term (30 year) forecast on stock investment and financial planning.

By way of context, the council transferred its housing stock of 25,552<sup>1</sup> units to Incommunities in 2003; As a result, the council no longer required a Housing Revenue Account (HRA).

In 2010, the council began directly building and retaining newbuild affordable housing outside of the constraints of a HRA. The council was given a Ministerial Direction to allow it to build and retain housing stock, without the requirement of an HRA. Subsequently, the council undertook further direct newbuild development of affordable homes between 2010 and 2020. The council now owns 406 units of accommodation.

Changes to Government Regulations introduced during 2019 now means that any council with more than 200 units of housing, must open a HRA. Following discussions with Government and the council's external auditors, the date for opening the HRA was agreed as April 2023.

The Business Plan builds upon the HRA review conducted in Sep 2021, which concluded that the council's next steps should be to agree a 30-year costed business plan which includes:

- A stock condition survey and produce an updated planned maintenance programme.
- Updates the stock valuation.
- Provides an assessment of the impact of likely Right to Buy (RTB) applications.
- Initiate a procurement exercise for the Management and Maintenance contract for general needs housing.
- An evaluation of the scalability of the HRA and delivery options

The above steps have successfully been taken to assemble all of the relevant information which will culminate in the opening of the HRA and adoption of the accompanying Business Plan.

The opening of the HRA comes at a time of considerable pressure and uncertainty on council finances, as well as those of the public and tenants. This creates the need for careful planning in order to ensure that a balanced and viable HRA can be opened. Inflation, energy costs and the cost-of-living crisis will all impact on the HRA upon opening.

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<sup>1</sup> [LT116.ods \(live.com\)](https://live.com/LT116.ods)

### Current Housing Stock and Management / Maintenance Arrangements

The council currently owns 406 properties for rent and shared ownership across the district.

Table 1: Total council housing stock

| Type                            | As at April 2022 | Total |
|---------------------------------|------------------|-------|
| General Needs Accommodation     | 337              | 406   |
| Extra Care / Independent Living | 69               |       |

The full breakdown and location of the 406 properties can be seen below:

Table 2: Housing stock by scheme / location

| Scheme Name                   | Number of homes |
|-------------------------------|-----------------|
| Avenham Way                   | 16              |
| Beech Grove                   | 50              |
| Braithwaite                   | 36              |
| Canary Drive                  | 36              |
| Cliffe Lane West Phase (1)    | 27              |
| Cliffe Lane West Phase (2)    | 31              |
| Keighley Rd housing (Bronte)  | 39              |
| Extra Care (Keighley Rd site) | 69              |
| Fieldway                      | 15              |
| Longfield Drive               | 42              |
| Ripley Street Phase (1)       | 21              |
| Ripley Street Phase (2)       | 15              |
| Valley Drive                  | 9               |
| Total                         | 406             |

These properties have been managed through two primary contracts:

- Incommunities for all general needs properties and
- Mears Plexus for the extra care/independent living schemes.

The Incommunities contract is due to expire in March 2023, but negotiations are underway to extend this contract in order to align with the Mears contract, which expires in 2024. A full procurement exercise will be undertaken in order to ensure that effective and good value services are in place with effect from April 2024.

The average price of a home in Bradford District was 168,936 in the year ending March 2022.

in 2012 of Housing Revenue Account the council has greater degree of and management of the HRA. Self-decision making at a local level to drive in housing stock and set spending local demand.

Bradford District has an age distribution of:

- 26.3% between 0 to 17.
- 58.6% between 18 to 64.
- 15% over 65.

Since the introduction Self-Financing rules, control over the use financing allows planning for investment priorities in line with

We continue to consider:

- Analysis of our stock and the services we provide so that we can base our future plans on a robust and sustainable basis.
- Develop a new longer-term management agreement with external providers.
- Working up a range of plans for potential future investment in new homes which match the needs of our communities.
- Thinking through how the new future for council housing can help the district as a whole to deliver our overall objectives, particularly around health, economy and regeneration.

The Housing green paper “A new deal for social housing” was issued in 2018 presenting a new set of challenges for the HRA, in respect of, community engagement and consultation, increased fire protection and accountability for buildings from design and throughout occupation. This was followed up by the white paper “The Charter for Social Housing Residents” which was issued in 2021 reinforcing this through regulatory changes. We embrace these changes, and our business plan sets out how we will meet these.

Nationally, attention has returned to the country’s severe housing shortage and government has signalled a renewed support for councils seeking to develop new homes. A further step towards this was the lifting of the cap on borrowing to help councils to develop new housing and we have been working towards identifying prudential rules to ensure that whatever borrowing is undertaken is affordable and sensible.

This business plan sets out our ambitions for the HRA to deliver our ‘High Growth’ scenario of 431 new homes by 2028. This ambitious target was derived from an options appraisal and subsequent consideration of the current financial position and the council’s obligations to meet need. The process of selecting a growth target is outlined in more detail in section 8. The resulting decision is to pursue the most ambitious target with this HRA Business Plan.

New homes may be built or bought directly from developers as part of S106 agreements. However, we will continue to explore opportunities to innovate to deliver ‘the right homes in the right places’.

In terms of employment status:

- 68% are employed.
- 8% are self-employed.
- 3% are unemployed.
- 21% economically inactive

Housing within the Bradford District is:

- 65% owner occupied.
- 19.6% privately rented.
- 15.4% socially rented.

This Business Plan identifies how the service will be delivered as well as:

- What it costs and how we think the finances will develop in the future.
- Showing that our plans are laid on firm foundations, are sustainable and viable.
- What additional resources we might have for investment.
- What our priorities are for investment.
- A summary assessment of the key risks in the delivery of the business plan with actions to mitigate these risks.

## 2.2 About the City of Bradford Metropolitan District

Bradford is a diverse and growing district with a resilient community, a higher education offer and a diverse economy. We have been awarded the honour of being the UK's 2025 City of Culture with the drive and the tenacity to deliver a sustainable growth programme.

Bradford is the fifth largest local authority in England in terms of population and the Bradford Metropolitan District Council area covers approximately 141 square miles, stretching across Airedale, Wharfedale and the Worth Valley as well as Bradford City and the towns of Bingley, Ilkley, Keighley and Shipley.

Bradford has a young, fast-growing and dynamic workforce, including a high proportion of self-employment and new business start-ups. In addition, the district is home to the HQs of major national companies including Morrisons, Yorkshire Building Society, Provident Financial, and Yorkshire Water.

The district has a population of 546,400, which is an increase of 4,300 since the mid-2020 population estimates were published. 26.3% of the district's population is aged under 18 and is the fourth highest percentage in England. Bradford has a median age of 36.7 which is lower than the median age for England (40.2) and Yorkshire and the Humber region (40.2)"

These statistics demonstrate the opportunities that Bradford District possesses and equally it demonstrates the communities' diverse & wide-ranging housing needs. It is imperative that this Business Plan responds to this wider context.

## 3. About our Vision for Housing

### 3.1 The Councils Vision and Values

The 'Our Bradford Council Plan 2021-25' identifies the following 7 priority areas:

1. Better Skills, More Good Jobs, and a Growing Economy

2. Decent Homes
3. Good Start, Great Schools
4. Better Health, Better Lives
5. Safe, Strong and Active Communities
6. A Sustainable District
7. An Enabling Council

The council's housing and associated services play a pivotal role in assisting us with achieving our priorities. The Housing Strategy 2020 - 2030 sets the vision that 'everyone in Bradford District should have a place to call home which meets their needs and in which they can thrive'. The vision is to be achieved through 3 core objectives:

1. **More homes:**

- Increase house building to 1,703 Net New housing completions per annum.
- Deliver more family homes,
- Increase the supply of affordable homes to a minimum of 411 per annum.
- Reduce the number of empty homes.

2. **Quality homes and neighbourhoods:**

- deal with poor stock quality,
- address the health impacts of poor-quality stock,
- promote design that has a positive impact on health and wellbeing and minimises any environmental impact.

3. **Homes for all:**

- help residents to improve access to housing, by early intervention and homelessness prevention & reducing length of stay in Bed & Breakfast to no more than 7 nights (average)
- support specialist accommodation and
- help vulnerable people maintain tenancies.

Much progress has been made in delivering the original priorities including the delivery of new affordable homes. However, this business plan seeks to further address the 3 main objectives in that we are managing existing stock, acquiring and developing new housing stock.

### 3.2 Homelessness and Rough Sleeping Strategy

In 2020 the council published its Homelessness and Rough Sleeping Strategy 2020-25; The key themes for the strategy are:

- Early intervention and prevention of homelessness
- Deliver support in the right way at the right time to people who are homeless.



- Tackle rough sleeping.
- Improve access to housing for people who are homeless.
- Work better together.

The Housing Solutions Team also provide advice to residents and have a strong focus on preventing homelessness. In 2018 new legislation brought around changes to the assessment of applications and monitor outcomes. The Homeless Reduction Act places two additional responsibilities for the council:

- The prevent duty – to intervene earlier.
- The relief duty – to offer more support and advice.

The council will seek to deliver the right type of accommodation through its HRA in order to tackle these issues and we have detailed in section 6 how we plan to do so.

### 3.3 Stock Information

The council's stock is relatively new, built between 2011 and 2020 consisting of 113 flats (of which 69 are contained within one supported unit) and 293 houses.

The standard of construction exceeds that required of building regulations with many featuring solar panels, enhanced insulation and electric vehicle charging points.

Rents are charged at either social rent or affordable rented levels.

## 4. Current Key Risks & Opportunities

### 4.1 Government Rent Policy

During November 2022, the Chancellor delivered the Governments' Autumn statement, in which it was announced that social and affordable rent increases will be capped at 7% as of April 2023. The announcement has been widely welcomed by the social housing sector, as the potential increase of rents up to a ceiling of 7% will give social housing landlords scope to continue to deliver their vital services and development programmes without the need to increase rents to the usual CPI plus 1% level, which during a cost-of-living crisis could have significant financial implications for tenants. It also provides landlords with the ability to balance their finances through a very difficult time for all.

Overall, the rent cap appears to have struck an appropriate balance between the needs of landlords and tenants, establishing a rent increase below CPI while enabling landlords to continue delivering core services, improvements and quality homes for tenants and residents, both now and into the future.

This new rent standard will control future rent increases and rent setting policies. The financial projections within this business plan are prudent and will comply with the standard moving forward.

### 4.2 Energy Efficiency

In March 2022, the West Yorkshire Combined Authority (WYCA) commissioned Energy Savings Trust (EST) to conduct some work on the overview of all of Bradford's Housing Stock. The resulting general trends were that older homes have lowest energy efficiency and highest retrofit costs, social housing is more efficient than private sector and Bradford has a higher percentage than the regional average of households who have bills >£1,250 pa. However, levels of fuel poverty were consistent with the region but only slightly higher than the national average. This work will assist Bradford to target homes for retrofit measures to improve energy efficiency and reduce levels of fuel poverty across the district.

In relation to the councils directly owned stock, all the homes have been constructed since 2011, so the homes have complied to the relevant SAP and building regulations. These include SAP 2009 which applies from October 2010 for compliance with building regulations in England & Wales (Part L); SAP 2009 applied to the production of Energy Performance Certificates (EPC's) from 17 April 2011.

All of the current stock is therefore comparatively new and has been constructed to a high standard with energy efficiency EPC rating C or above. Although this indicates no direct requirement for energy efficiency measures on these properties at this time, The council will keep this under review and will make the necessary allocation of funds to maintain compliant energy efficiency standards.

### 4.3 Right to Buy

The right to buy (RTB) policy was introduced in the 1980s, but due to dwindling sale volumes and the then Government wishing to increase the numbers of home ownership it was reinvigorated to incentivise tenants to purchase their homes by increasing the maximum discount that can be applied to the property's value and the time in residency to qualify. The reinvigorated Right to Buy scheme is both a risk and an opportunity for Bradford.

The discounts available to tenants are attractive so Bradford has seen a high level of interest in RTB applications. This is a risk as it has the potential to diminish properties from the stock and the associated rental income.

However, under Government guidance, the council is able to apply for an exemption to the restrictions on pooling the proceeds of RTB sales. This is due to the fact that all of the council stock has been constructed post-2008. Therefore, the council has the opportunity to retain all of its right to buy receipts, which can be used to support the delivery of new affordable homes.

Within the early years of this business plan, the modelled effects of RTB sales on HRA are significant, as demonstrated in the sensitivity analysis below in Section 8.7. Therefore, RTB sales present a clear and tangible risk to the HRA business plan. The council will closely monitor the level of interest and forecasted level of RTB sales throughout this process. This will help it to adjust financial projections accordingly in future business plan updates.

### 4.4 Welfare Reform

Welfare reform continues to be a risk to the council and the sustainability of the HRA account, as large numbers of current and future claimants struggle to manage financially. This is projected to worsen as we begin to see the real impact of increased interest rates, rapidly increasing energy bills and the cost-of-living crisis take effect on our communities.

There are implications for rent recovery, the bad debt provision and a potential increased demand for temporary accommodation and council housing as more households lose private rented accommodation on affordability grounds.

The council's Customer Support Team provide professional support to vulnerable residents by assisting them with applications supported by welfare benefit specialists who provide one to one advice.

### 4.5 Demand for Housing

The Bradford Local Plan is currently at Regulation 18, 'preferred options' stage. As part of the supporting evidence base, the Strategic Housing Market Analysis 2019 identified a need for delivery of 1,700 homes per annum during the plan period, 411 of which are required to be affordable housing.

The council holds a housing register of people needing social housing assessed into categories of need to assist with allocating homes, including those within the HRA.

The bandings and those on the register as of December 2022:

| Count of HRA - Min Bed Size | 1     | 2     | 3     | 4   | 5  | 6 | 7 | Grand Total |
|-----------------------------|-------|-------|-------|-----|----|---|---|-------------|
| Band 1                      | 701   | 278   | 217   | 45  | 4  | 1 |   | 1,246       |
| Band 2                      | 1,094 | 789   | 707   | 196 | 11 |   |   | 2,797       |
| Band 3                      | 3,059 | 1,684 | 1,158 | 273 | 30 | 2 | 1 | 6,207       |
| Bradford Property Shop      | 3,738 | 1,893 | 802   | 122 | 11 |   |   | 6,566       |
| Grand Total                 | 8,592 | 4,644 | 2,884 | 636 | 56 | 3 | 1 | 16,816      |

There were also 154 households in temporary accommodation as of 30<sup>th</sup> June 2022<sup>2</sup>.

<sup>2</sup> [Detailed LA 202206.ods \(live.com\)](#)

### 4.6 Building Standards & Safety

In light of the Grenfell Tower fire in June 2017 the Fire Safety Act 2021 and the Building Safety Bill, and the Social Housing White Paper have further highlighted safety issues that require addressing in the affordable housing sector.

The recent tragic death of two-year-old Awaab Ishak has highlighted issues around the health impacts of damp and mould in affordable housing and has been referred to as ‘a defining moment in the social housing sector’.

The council has factored in compliance works and building safety needs such as fire safety, ventilation measures and the prevention of long-term damp & mould issues. This will include ongoing electrical inspections, fire risk assessments and any recommended actions to advance the health and wellbeing of our tenants.

The precise funding requirements for the building safety works are yet to be determined, however we have built-in sufficient contingency to account for such measures. Further work is required to determine the specific additional safety and wellbeing measures.

The Building Safety Bill will also impose additional duties on Bradford but the scope of which are still to be determined. We have, however made some pro-active provisions within our plan to deliver safety works.

### 4.7 Implications of The Social Housing White Paper

As referenced earlier, in the aftermath of the Grenfell Tower Block Fire the Government consulted on their green paper for social housing in England.

Recent updates suggest that proposals to implement league tables for social housing providers has been abandoned (at the request of tenant representatives) however government are still keen on stronger use of Key Performance Indicators (KPI's) for accountability. However, other key proposals may still be implemented which could impact on the HRA include:

- Consideration to scrapping of the current ‘serious detriment’ test, for tougher consumer regulation
- New home ownership options such as allowing tenants to buy as little as 1% of their property each year through shared ownership (applicable to new shared ownership purchases only).
- Reversal of plans to force social landlords to offer fixed term tenancies rather than lifetime tenancies in social housing.
- The potential introduction of a new stock transfer programme from councils to ‘community-led’ housing associations
- The return of guaranteed debt funding to help the development of affordable homes, and longer term ‘strategic partnerships’ for developing housing associations.
- Implementation of the requirements from the Fire Safety Act, and the Building Safety. This involves a new standard for Fire Risk Assessments, Fire Door checks, and providing a Building Safety Manager.

The following white paper took further steps with the intent and approach for both a new set of Consumer Standards and proactive consumer regulation, which have now been published.

The four, short, outcome-based Consumer Standards comprise:

- **Home:** Keep homes safe, decent and in a good state of repair
- **Tenancy:** Let homes and manage tenancies in a fair, transparent and efficient way
- **Neighbourhood and Community:** Keep the wider area clean and safe, help to tackle anti-social behaviour and promote community well-being.
- **Tenant Involvement and Empowerment:** Understand and respond to the diverse needs of tenants, provide choice and opportunities for involvement, resolve complaints fairly and promptly.

### Risk Analysis:

- **Right to Buy sales** - The highest risk to this business plan is essentially the prospect of increased right to buy purchases. The risk outcome would be loss of stock which subsequently depletes the amount of rental income flowing into the business plan. This is highlighted by the current rate of RTB applications within the current financial year. A total of 10 applications have been received, all of which may not materialise. However, the projected rate of RTB compared with the current assumption of only 4 RTB sales per year, makes this the highest risk item which will need to be monitored very closely.
- **Impact on Meeting Need** – There is a lesser risk that we will fail to meet need from the register. However, the impact on meeting need must be balanced with the view that the HRA is only delivery model which the council has at its disposal. There are other models to meet need: E.g. the private market, S106 development, public/private partnerships etc. Any discussion about the % of need we are meeting must recognise that the HRA is contributing to the bigger picture of total housing market delivery. With this in mind, this business plan must still be alert to this risk and pursue the option which makes the biggest impact on need within its options appraisal.

Continued close working with the housing options team will help to mitigate this risk and ensure that the homes are of the correct size, type, and location to meet need.

## 5. Housing Services

### 5.1 Housing Operations

The council currently commissions InCommunities to administer Housing operations for the General Needs stock on behalf of the council. The range of services include:

- Tenancy and temporary accommodation management
- Rents and service charge collection
- Allocations and lettings
- Leasehold management
- Housing options and advice
- Repairs and maintenance including disabled adaptations and energy efficiency.
- Resident Engagement

### 5.2 Supported Housing

Mears manages critically important services to households who require extra care support services. This is to ensure independence, security and peace of mind for our residents of our extra care housing scheme at Fletcher Court. All of the properties are self-contained homes with design features and support services available 24/7 to enable self-care and to support people to live as independently as possible within their community. Varying levels of care and support needs can be provided following assessment. However, all properties consist of:

- Self-contained properties including bedroom(s), living room, kitchen and wet room.
- On-site care and support staff supporting individuals to retain and regain independence through assistance with providing personal care support and guidance.

- Emergency call system throughout the scheme with 24-hour support being available.
- Communal facilities and services such as restaurant, lounges, hair salon and barber, and landscaped gardens

### 5.3 Anti-Social Behaviour

InCommunities manages the service that deals with anti-social behaviour and complaints. The service covers a range of actions to mitigate the impact of such behaviour and includes issuing agreements, improving security and mediation.

### 5.4 Resident Engagement

Collectively, InCommunities, Mears and the council wish to see tenants having a real influence in services and what happens in their community, which embraces the spirit of the most recent housing white paper.

This is achieved through the following:

- Let's talk Bradford – An online space for residents to have a say about the issues that matter to them. This includes consultations about development frameworks, strategies and the policies that will shape the district.
- Customer Experience Committee – four places reserved on the Customer Experience committee for InCommunities tenants and leaseholders – two places are paid and the other two are reserved for unpaid volunteers. Incommunities customers and housing experts work together to ensure that customers are at the heart of Incommunities and are a key partner in making decisions that affect residents and others.
- Your Voice - This is part of Mears' Customer Involvement Strategy and aims to drive action from insight and advance service standards for Mears' customers, through customer-led scrutiny, challenge and support of Mears' improvement plans and performance.

The council also actively seeks participation from a wider audience, in order to ensure that consultations consider the full range of opinions, and to ensure that decisions are guided by a real appreciation of the views of the residents and people of the district. This includes live consultations which are mostly conducted online where residents can view, submit contributions and stay informed of decisions.



## 6. Housing Asset Management Strategy

### 6.1 Background to the Asset Management Strategy

As a result of the opening of the HRA, a Housing Asset Management Strategy (HAMS) will be developed during 2023-24. Initial stock investment analysis, undertaken by the council's consultants, will be used to create the baseline and benchmark for future activity.

It is likely that this will be undertaken in conjunction with our housing management providers in order to update a database that records when works are undertaken, and the result of any additional survey works or visits to the properties.

### 6.2 The Purpose

The HAMS will contribute to the delivery of this business plan and will assist to deliver our strategic asset management objectives of the council's housing stock. This will ensure that homes.

1. Are appropriately maintained in accordance with an agreed Bradford Standard on an approved programme cycle.
2. Meet all regulatory standards (including building safety compliance and adherence to latest legislation) and Landlord Obligations, including the Homes England Homes Standard.
3. Are located in well-managed and attractive environments that feel secure and welcoming.
4. Are healthy and safe places to live (free from Category 1 Housing Health and Safety Rating System hazards).
5. Are viable and deliver a positive yield over the business planning period (ideally with an improving Net Present Value (NPV) and high levels of demand);
6. Meet the needs and aspirations of both current and future residents, contributing to high levels of satisfaction (with both the property and the neighbourhood);
7. Deliver an environmental and sustainability strategy which addresses the impacts of climate change, delivers the housing stock to net zero carbon by or before 2050. Using green technology and innovation to deliver these objectives.
8. Continue to improve and modernise available housing for older people.
9. Encourage green technologies and innovative solutions to the climate emergency.
10. Enable Community Development which positively supports the local community.

To deliver its HAMS, the council must ensure that the requirements of the stock are affordable in the context of its Business Plan, and that this is 'joined up' with competing pressures for Housing Revenue Account (HRA) finance (including the delivery of aspirational improvements within the existing stock, such as energy efficiency projects, and new build provided through the Housing Futures Programme.



## 6.3 Investment & The Bradford Standard

A desk-top assessment of the investment requirements of the councils housing stock has been undertaken. This assumed a set of life cycles for key components and providing contingencies for works that fall outside of those. The aspirations of tenants will be fully considered in the forthcoming HAMS, within the constraints of the finances available. The Social Housing White Paper 2020 recommends greater engagement with residents, and this will be a key factor in the preparation of future plans to meet objectives laid out in the strategy, balancing choice, the delivery of health & safety and addressing the enormous challenges of the climate emergency. At the same time recognising residents expect a good service, choice, and value for money to be provided in return for their rents and service charges.

Continued re-investment is required to maintain the stock in good condition. Steps will be taken to establish a new database that will be jointly monitored and updated by the council and its housing management providers.

The results of the desktop assessment are detailed below:

| 5-Year Summary            | Yr 1      | Yr 2           | Yr 3            | Yr 4            | Yr 5      | Yrs 1-5         | Yrs 6-10          | Yrs 11-15         | Yrs 16-20         | Yrs 21-25         | Yrs 26-30         | TOTAL              |
|---------------------------|-----------|----------------|-----------------|-----------------|-----------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Kitchen                   | £0        | £0             | £0              | £0              | £0        | £0              | £585,000          | £531,000          | £619,500          | £0                | £585,000          | £2,320,500         |
| Bathroom                  | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £357,500          | £324,500          | £442,750          | £0                | £1,124,750         |
| Boiler                    | £0        | £0             | £200,000        | £125,000        | £0        | £325,000        | £295,000          | £227,500          | £325,000          | £295,000          | £227,500          | £1,695,000         |
| Electrics                 | £0        | £0             | £40,000         | £25,000         | £0        | £65,000         | £59,000           | £80,500           | £65,000           | £59,000           | £80,500           | £409,000           |
| Doors                     | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £0                | £260,000          | £236,000          | £287,000          | £783,000           |
| Smoke Detectors           | £0        | £30,000        | £0              | £29,000         | £0        | £59,000         | £145,500          | £59,000           | £145,500          | £59,000           | £145,500          | £613,500           |
| Roof                      | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £0                | £0                | £0                | £0                | £0                 |
| Facias/Rainwater Goods    | £0        | £0             | £0              | £0              | £0        | £0              | £195,000          | £123,000          | £159,500          | £0                | £195,000          | £672,500           |
| Windows                   | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £390,000          | £354,000          | £413,000          | £0                | £1,157,000         |
| Communal Contingency      | £0        | £0             | £0              | £0              | £0        | £0              | £175,000          | £0                | £175,000          | £0                | £175,000          | £525,000           |
| Heating Distribution      | £0        | £0             | £0              | £0              | £0        | £0              | £350,000          | £0                | £480,000          | £118,000          | £441,000          | £1,389,000         |
| Renewable Replacement     | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £650,000          | £410,000          | £415,000          | £0                | £1,475,000         |
| Environmental Contingency | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £260,000          | £236,000          | £462,000          | £0                | £958,000           |
| Alarm Systems             | £0        | £0             | £0              | £0              | £0        | £0              | £0                | £130,000          | £82,000           | £83,000           | £0                | £295,000           |
| Other Contingency         | £0        | £0             | £0              | £0              | £0        | £0              | £130,000          | £118,000          | £126,000          | £0                | £130,000          | £504,000           |
| EV Charging Points        | £0        | £0             | £0              | £0              | £0        | £0              | £66,000           | £109,500          | £101,000          | £0                | £66,000           | £342,500           |
| <b>TOTAL</b>              | <b>£0</b> | <b>£30,000</b> | <b>£240,000</b> | <b>£179,000</b> | <b>£0</b> | <b>£449,000</b> | <b>£2,000,500</b> | <b>£3,296,000</b> | <b>£3,839,000</b> | <b>£2,633,750</b> | <b>£2,045,500</b> | <b>£14,263,750</b> |

The above costs are well within expected benchmarks for the region and recognise the high build standard and age of the councils' properties.

In developing the HAMS, a 'Bradford District Standard' will be developed and adopted and is a collection of a number of standards and policies.

- Estate Standard.
- Repairs Standard.
- Communal Standards.
- Dwelling Standards

The councils plan will ensure that all homes meet and exceed this minimum standard.

### 6.4 Performance of the Councils Housing Stock

It is proposed that every 5 years the council assesses viability and re-investment priorities through a Stock Viability Model that takes account of a range of factors including demand and projected costs. This appraisal process results in individual properties being allocated a red, amber, or green (RAG) re-investment status.

Property in Red or Amber status is to be the subject of further investigation, or review through an options appraisal, under the supervision of the Asset Management Group, until they are either re-classified or until such time as an alternative strategy is agreed (disposal or re-development for example).

A green status indicates that the stock is viable with a long-term future, being of low cost and high demand. The majority of stock is believed to fall within this classification and can be included within re-investment plans without concern, however, there is a need to update the viability model to take account of the impact of new investment demands on the stock.

### 6.5 Sheltered Housing

Given the Extra-care unit at Fletcher Court is one of our most recent additions to the stock, it is considered to be of high standard and the costs for the scheme's continued investment have been included within the plan.

### 6.6 Future Costs to be Identified and Included

Costs for the following will need to be added to existing investment costs modelled within this business plan.

- Zero Carbon: We need to develop an understanding of the technical solutions available, and their cost. We will seek funding to support delivery and take into account the financial viability of properties.
- Decent Homes 2 & Building Safety. At the same time as reviewing our own investment standard we will respond to any revised government guidance on the decent homes standard, as well as any additional costs from expected increases in consumer regulation and building safety requirements over and above the values already included within our costs identified above.

## 7. Future Development & Acquisitions

### 7.1 The need for Additional Homes

The HRA model currently demonstrates a sound and viable opening balance. However, for the HRA to be sustainable over the longer-term, there is a need for additional affordable housing to be added to the HRA stock profile.

The need for additional homes is set against the backdrop of increasing pressure on our:

- Housing Operations Service
- Homelessness Service
- Children's services
- Adult Social Care

In addition, we risk losing existing stock in Bradford through RTB.

The HRA presents us with a huge opportunity to deliver critically important homes, in key locations to assist the council with these cross-directorate pressures. Accordingly, we will seek to acquire and develop new homes within the HRA.

We have modelled a range of developments or acquisitions, which will keep pace and offset the forecasted level of RTB. However, the focus will be strategic locations which “buy back better” and aligns with our corporate aims.

Our new acquisitions and developments will demonstrate value for money by ensuring that the right type of homes are delivered in strategic locations for the needs of our communities.

This theme of value for money will continue into our development plans which will ramp-up housing delivery to concentrate on the development of council-owned parcels of land that are capable of delivery of high quality and high demand housing.

### 7.2 Future Programme

The viability of the HRA is based on existing stock levels and the model separately runs various future development assumptions. This is to clearly delineate the baseline viability of the stock from the future development programme.

Our future programme scenario provides:

- Acquisition of 10 homes each year
- High-Growth Strategy utilising council-owned land

The High Growth strategy has been selected following an options appraisal of 3 growth scenarios (High, Medium & Low Growth)

### Acquisitions

The 10 acquisitions will be funded by a combination of internal resources, Homes England Grant (dependent on AHP bid guidance and availability) or Right to Buy receipts.

Where possible, and subject to spend restrictions, the council will utilise internal S106 funds which were previously collected from development contributions.

We will continue to explore the options in respect of acquiring or developing properties, some opportunities may be adjacent to our own stock, partners' stock, former right to buy, but also sourced from the open market.

Moving forward, there will be a continual evaluation for the acquisition of homes from the open market.

### **Newbuild Growth Scenarios:**

The Newbuild Growth Strategy focusses on three key priorities;

- 1.) Meeting Need – Identifying key locations, size, and types of home to meet Bradfords needs.
- 2.) Affordability – Prioritising Social Rented housing to provide accessible and financially sustainable housing options for households in need
- 3.) Value for Money – Making effective use of subsidy to ensure that council funds are used efficiently. This includes deploying internal resources, recycling eligible/allowable funds and also working in partnership with external agencies (e.g., Homes England)

Considering the last point regarding value for money, it is important to note that S106 monies cannot be spent in conjunction with Homes England grant, recycled grant or 1-4-1 receipts, on the same newbuild unit. However separate units can be funded in different ways.

Any opportunities to use S106 Commuted Sums may offer an additional source of subsidy to ensure that we are making the best use of HRA funds. Various funding sources will be explored to ensure value for money when considering newbuild growth.

The three guiding principles of the new build growth programme was factored into the following options appraisal.

### **Options Appraisal:**

The council conducted an options appraisal of 3 grow scenarios which required careful consideration of the management of financial risk in comparison to the need to address pressing housing need. It is challenging to strike the perfect balance, but the council assessed all aspects of the following scenarios before making a decision.

The 3 HRA development scenarios have been modelled were:

## 30-year HRA Business Plan

1. **High Growth** - 13 council-Owned sites, delivering **431 homes** – Average of 86 homes a year, over 5 years. (*Immediate start; condensed*)
2. **Medium Growth** – 4 council-Owned sites, **305 homes** – Average of 61 homes a year, over 5 years (*2-year lead-in time*)
3. **Low Growth** - 5 council-Owned sites, **92 homes** – Average of 9 homes a year, over 10 yrs. (*10-year timeframe*)

These scenarios were modelled to give full financial breakdown of financial implications and HRA viability.

The council has weighed-up the pros and cons of each scenario, maintaining a focus on both financial risk and development ambition.

| Growth Option   | Strengths   | Weaknesses  |
|-----------------|---|---|
| 1 High Growth   | <p>Meets a higher proportion of need.</p> <p>Greater economies of scale to package-up sites and procure a development partner / contractor.</p> <p>Greater scope to utilise S106 monies and/or Homes England grant.</p> <p>Borrowing is still within limits</p> |   |
| 2 Medium Growth | <p>Meets need but to lesser extent.</p> <p>Still a viable amount of development to procure a development partner/ contractor.</p>   | Limited number of sites so little opportunity to utilise S106 monies or Homes England grant.  |
| 3 Low Growth    |   | <p>Low impact on meeting need, only marginal difference to normal expected market delivery.</p> <p>Limited number of sites so little opportunity to utilise S106 monies or Homes England grant.</p> |

|  |  |  |
|--|--|--|
|  |  | <p>Scale of development is Less attractive to development partners and contractors.</p> <p>Borrowing capacity is significantly under-utilised.</p> |
|--|--|--|

The table above only summarises wider conversations and considerations around each development scenario, however the key points are represented above.

After deliberation, the council decided to pursue the High growth scenario within this HRA Business Plan. This was primarily because the first option maximises the potential of council-owned land and makes a more significant impact on housing need.

The other two scenarios were discounted due to their lesser impact on housing need and under-utilisation of council land and other resources.

Those two un-selected options will remain discounted, unless there is a change within the financial environment; In which case, the chosen scenario may be re-evaluated, and the other two (Or hybrid) options may be deployed.

## 8. HRA Financial Projections

### 8.1 How HRA Finances have Evolved

Initially the councils' properties were developed and accounted for within the General Fund. In April 2023 these will transfer over to our newly formed HRA.

The HRA is a ring-fenced account relating to the council's landlord function. The core constituents of the account are rent income; both capital and revenue maintenance of the housing stock; management costs; and financing costs.

### 8.2 Use of the Model

We have acquired a HRA business plan model which has assisted us with developing our initial HRA budget and assessing its viability.

The model provided the basis for the financial elements of this business plan and is launched from April 2023 with the assumptions behind the forecasts contained in Appendix 9.1.

### 8.3 Treasury Management

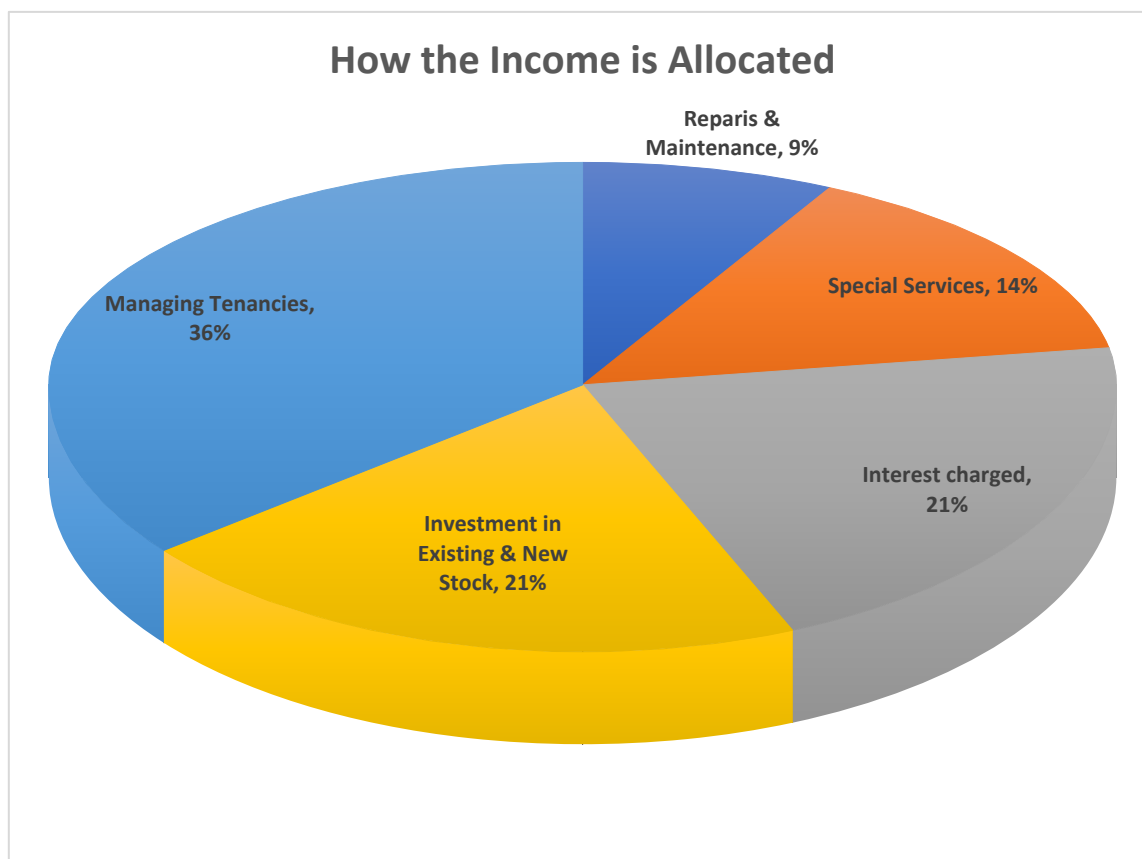
The HRAs debt is measured by the HRA Capital Financing Requirement (HRACFR) and is forecast to be £32.926million in April 2023. To finance the HRACFR the council has a number of loans that have been taken out over a series of years, which finances both this but also the General Fund, thus providing a specific interest rate for the HRA.

The council borrows and invests in accordance with the Treasury Management Strategy and will plan any consideration of borrowing closely through the financial strategy, HAMS and five-year Capital Budget.

With the abolition of the HRA debt cap the council is now required to set its own prudential borrowing limits based on a series of indicators, used by other authorities and the Registered Provider sector, that ensure existing and forecast borrowing is both affordable, appropriate but also allows for contingencies for factors outside its control. We are to develop these new prudential limits to establish what it is affordable and appropriate. However, we anticipate that any future borrowing will be for development or acquisition only and therefore supported by newly arising net rental income.

### 8.4 How the Rent is Spent

The following chart shows how our rental income, service charges and other income is spent based on our forecast 2023/24 HRA budget:



This chart shows that the HRA does not currently make a surplus from its rents. In fact, there is a marginal deficit of £13,000 which is funded by reducing reserves accordingly to equate to zero balance. This is to be expected within the 1<sup>st</sup> year as there will naturally be volatility in terms of costs in comparison to current interest rates, however this position will positively improve during the life of the plan.

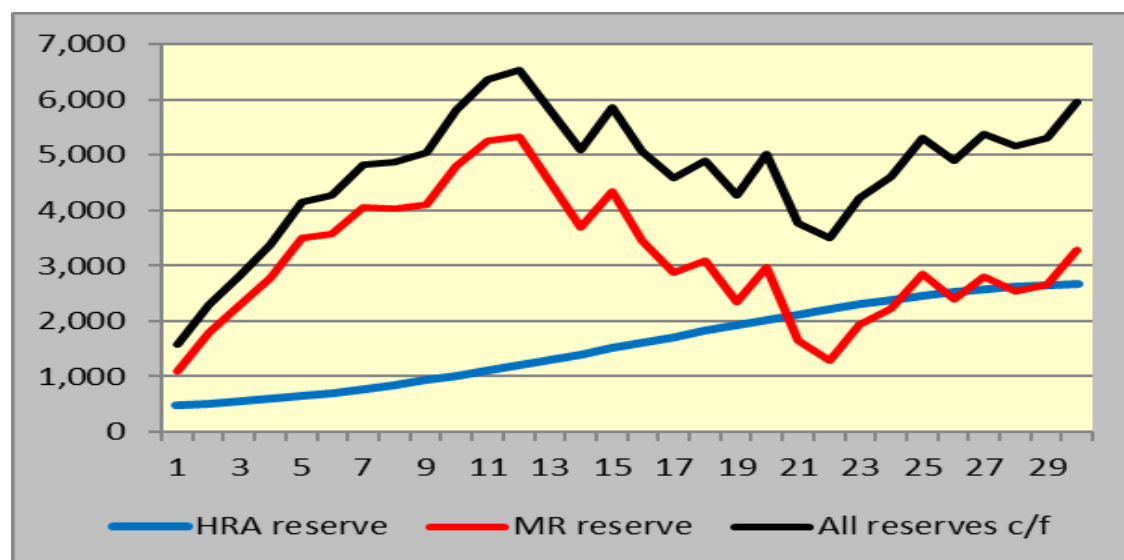
### 8.5 Long-Term Financial Forecasts

The following graphs are excerpts from our HRA business plan model for both revenue and capital.

#### Revenue Projections



## 30-year HRA Business Plan



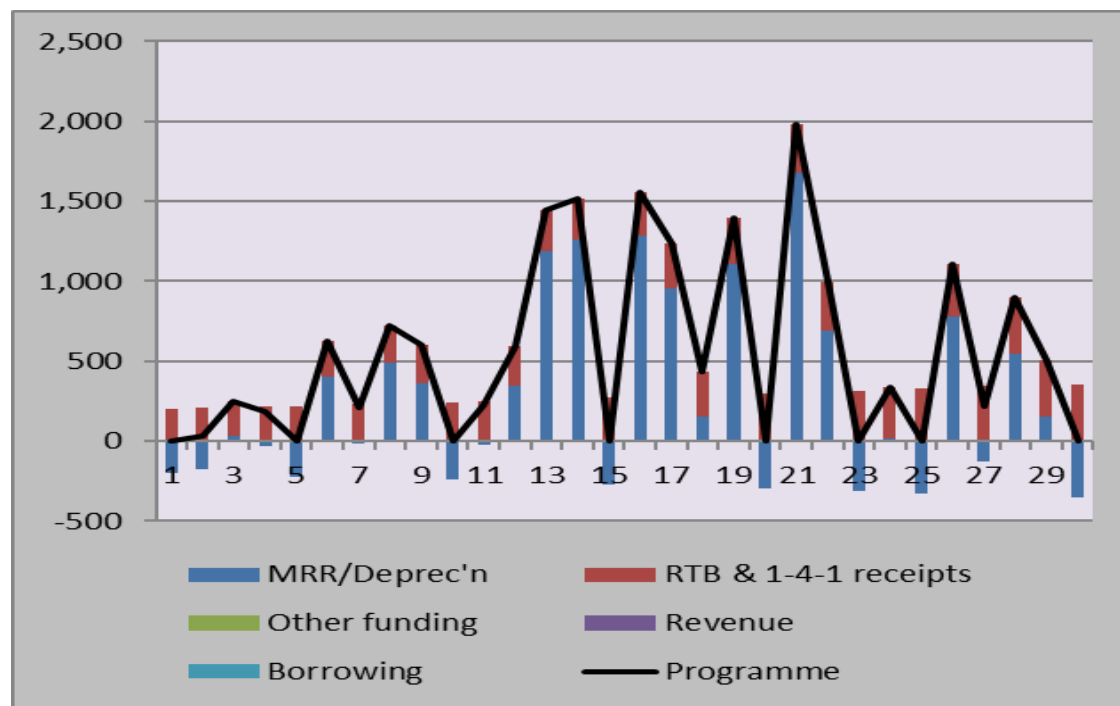
The blue line shows the projected closing balance for the HRA for each year, which demonstrates that reserves will continually increase over the plan in-line with the minimum level set within the model of £0.25million (inflated).

The red line represents the closing balance of the Major Repairs Reserve (MRR). This reserve is credited from a depreciation charge to the HRA, funded by rents, to ensure that a suitable provision is made to cover future capital investment requirements in the stock. Initially balances begin to accrue, due to less capital investment required in the early stages, and then begins to be utilised in the later stages of the plan. It should be noted that the MRR can only cover capital expenditure on existing stock, creating new assets or debt repayment (if so required).

The black line represents the combined balances.

In overall terms the plan presents a position of viability in that balances accrue within the HRA and that the MRR retains a balance in all years.

### Capital Projections



This chart demonstrates both the capital expenditure on the existing stock, but also how it is funded.

The black line demonstrates the in-year capital expenditure, based on the initial expenditure profile, adjusted for inflation but also for loss of stock through right to buy.

It is noticeable that in some years, particularly when there is low capital expenditure, resources available through right to buy receipts are greater than expenditure which results in balances being added to the MRR.

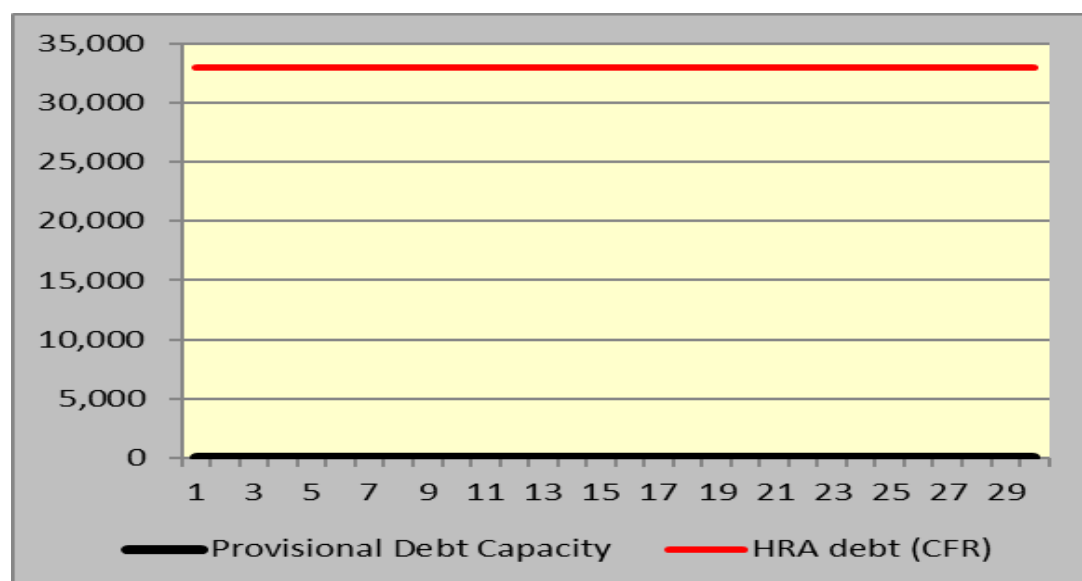
As Bradford's stock is not bound by current regulations for right to buy receipts, we have assumed that these net proceeds can be contributed towards future capital expenditure. We await further guidance in respect of this as to whether receipts could only be utilised for new build or acquisitions. To assess the impact of this we have run a sensitivity in the table below.

### **8.6 Long-Term Financing Position & Capacity**

The following graph shows the borrowing position for the HRA over the next 30 years, whilst fully funding the above capital expenditure.

### Debt (HRACFR) Projections

## 30-year HRA Business Plan



The levels of capital expenditure modelled ensure that the above level of debt is maintained and that revenue surpluses, contributions from right to buy receipts or MRR are used to reduce this.

In terms of statute there is no requirement for debt repayment within the HRA as there is with the council's General Fund.

As demonstrated, the plan shows balances accruing within both reserves, of which some could be directed towards reducing the level of debt. As stated, a level of provisional debt capacity has yet to be established, but the cost of debt remains fully financed by net rental income streams throughout the plan, with reserves accruing.

### 8.7 Impact of Key Risks

We have modelled the impacts to the plan when considering both adverse but also advantageous scenarios that in some instances will be outside of the control of the council.

| Scenario                                  | HRA Bal at Year 30 £'m | MRR Bal at Year 30 £m | Borrowing at Year 30 £'m |
|---|------------------------|-----------------------|--------------------------|
| <b>Base</b>                               | <b>2.675</b>           | <b>3.287</b>          | <b>32.926</b>            |
| Inflation (CPI) -0.5%                     | 0.723                  | 4.588                 | 32.926                   |
| Inflation (CPI) +0.5%                     | 4.807                  | 1.867                 | 32.926                   |
| Rents Frozen April 2024                   | 0.462                  | 3.287                 | 32.926                   |
| Rents CPI + 0.5% Yrs 2025+                | 7.720                  | 3.287                 | 32.926                   |
| Uplift of 10% to Management Contracts Yr2 | 0.679                  | 3.287                 | 32.926                   |
| Repairs +5% Yr 2                          | 2.316                  | 3.287                 | 32.926                   |
| Capital Exp +5%                           | 2.675                  | 2.432                 | 32.926                   |
| Voids & Bad Debts +1% each                | 1.012                  | 3.287                 | 32.926                   |
| Interest Rate +1%                         | (7.228)                | 3.287                 | 32.926                   |
| RTB Receipts not used to fund Cap Exp     | 0.372                  | 0.269                 | 36.844                   |
| RTBs +50%                                 | (3.433)                | 7.734                 | 32.926                   |

In summary, the plan is fairly tolerant to changes but the largest impacts are in respect of changes to RTB's.

If RTB's exceed the 4 modelled per annum, then the plan is in significant difficulties due to the fixed nature of some of the costs in respect of management contracts and inability to reduce the related borrowing for the properties. Furthermore, the modelling does not take into account any recycling of Homes England Grant for applicable units, which could have a detrimental impact to the plan.

### 8.8 Scenario (New Developments)

As stated, our baseline plan excludes any new development or acquisitions.

We have modelled three scenarios as follows:

1. **High Growth** - 13 council-Owned sites, **431 homes** (SP, mixed greenfield & PDL, 0-5years) – Average of 86 homes a year, over 5 years. (*Immediate start; condensed*)
2. **Medium Growth** – 4 council-Owned sites, **305 homes** (SP, mixed PDL & Greenfield, 2-5yrs) – Average of 61 homes a year, over 5 years (*2-year lead-in time*)
3. **Low Growth** – 5 council-Owned sites, **92 homes** (SP, greenfield, 5–10-year timeframe) – average of 9 homes a year, over 10 yrs. (*10-year timeframe*)

A generic cost of £200,000 per property has been used with the assumption of 40% contribution by way of a Homes England Grant.

The following graphs illustrate the financial impact of each growth scenario across the 30yr business plan timeframe.

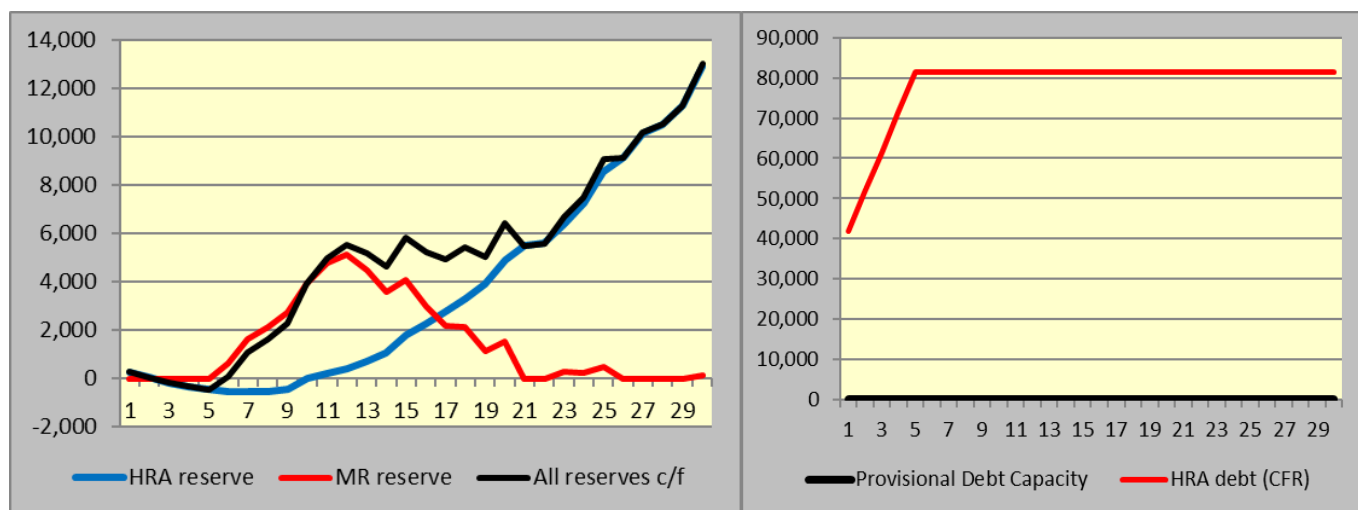
Each grouping of graphs shows two key sets of information, per development scenario:

- 1) The corresponding effect on HRA reserves vs Maintenance & Repair funds.
- 2) The amount debt the council will take on for each scenario.

These factors were taken into account during the council's deliberation between the 3 options during the options appraisal phase. This also serves as an evidence base which contributed to why the council has ultimately selected the High Growth development strategy.

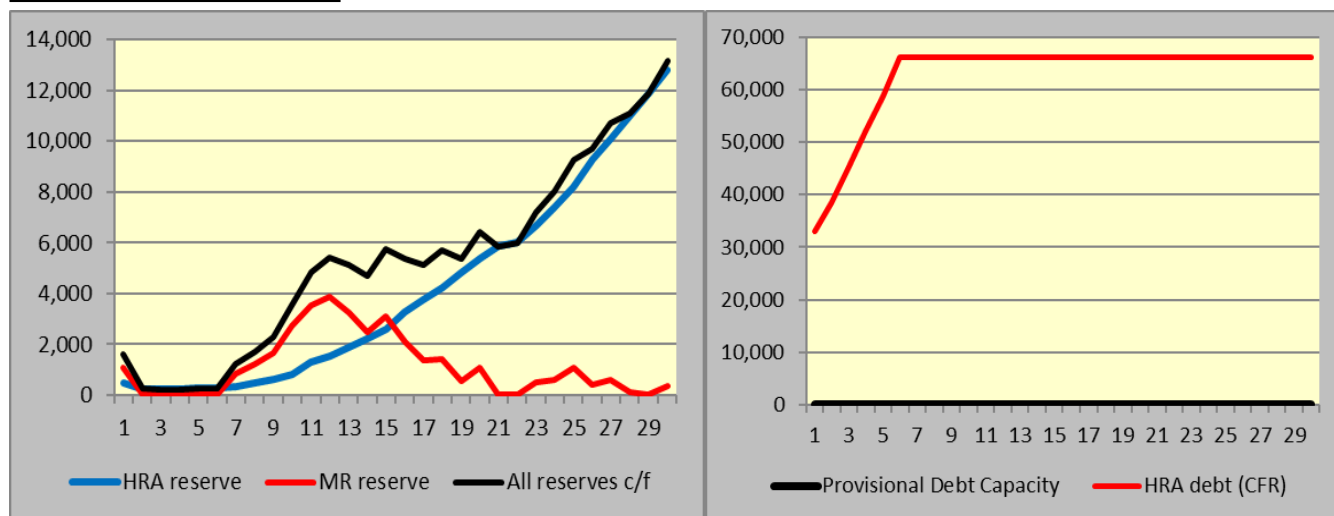
#### High Growth Scenario

## 30-year HRA Business Plan



Debt balances increase by £47.8million, set against reserve balances increasing by £10.2million

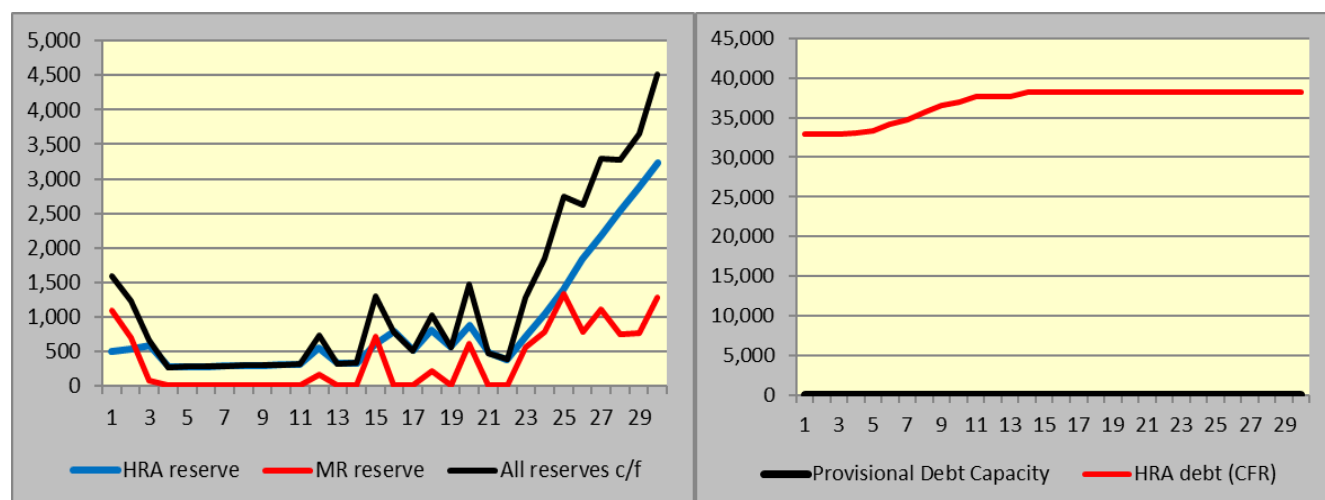
### Medium Growth Scenario



Debt balances increase by £16.8million, set against reserve balances increasing by £10.1million

### Low Growth Scenario

## 30-year HRA Business Plan



Debt balances increase by £5.3million, set against revenue balances increasing by £0.5million.

There are various factors that will influence the above projections in that:

- The blended cost of borrowing is less than the 3% assumed.
- The cost of development is lower (or greater) than the £200,000 per unit assumed.
- The availability for Homes England Grant and the impact of any grant that needs to be re-cycled from right to buy sales.
- The ability to use unrestricted right to buy receipts (subject to any policy change)

## 9. Appendices

### 9.1 Financial Business Plan Assumptions

| Description   | Short to Medium Term  | long term  |
|---|---|--|
| Financing   | Opening debt at £32.926m at agreed long-term rate.  | Borrowing remains static at opening level  |
| Property changes over the plan  | 403 properties 1/4/2023 with 4 RTB per annum  | 4 RTB per annum  |
| Economic – inflation and interest rates                               | 2% core (CPI) inflation, CPI 2%+1% rent inflation for 1 year only   | 2% core inflation, CPI rent inflation, interest rates stable                     |
| Arrears and bad debts   | 2.8% (General Needs) and 1.5% (Extra Care) of rents voids, 3% (General Needs) and 1% (Extra Care) Bad Debts | No change  |
| Management costs  | 2023/2024 provisional budget rising at CPI  | Inflation long term at CPI   |
| Repairs costs   | 2023/2024 provisional budget rising with inflation at CPI   | Inflation long term at CPI – adjusted for stock numbers                          |
| Capital profile   | Initial Programme Bradford Standard – inflated by CPI   | Bradford Standard on existing stock moving with CPI – adjusted for stock numbers |
| Use of capital resources (RTB receipts etc) and explanation for basis | RTB receipts retained in HRA  | No change  |



# 30-year HRA Business Plan

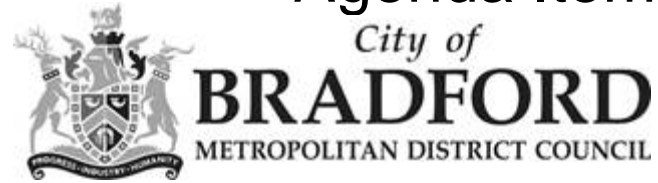


## 9.2 Financial Business Forecasts

| Year  | 1            | 2            | 3            | 4            | 5            | 6            | 7            | 8            | 9            | 10           | 11           | 12           | 13            | 14            | 15           |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|--------------|
| Financial Year                                      | 2023.24      | 2024.25      | 2025.26      | 2026.27      | 2027.28      | 2028.29      | 2029.30      | 2030.31      | 2031.32      | 2032.33      | 2033.34      | 2034.35      | 2035.36       | 2036.37       | 2037.38      |
|   | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's      | £'000's       | £'000's       | £'000's      |
| <b>HRA 30 YEAR SUMMARY</b>                          |              |              |              |              |              |              |              |              |              |              |              |              |               |               |              |
| Dwelling rents                                      | 2,337        | 2,383        | 2,406        | 2,429        | 2,452        | 2,475        | 2,498        | 2,521        | 2,543        | 2,566        | 2,589        | 2,611        | 2,633         | 2,655         | 2,677        |
| Service charge income                               | 207          | 212          | 216          | 220          | 225          | 229          | 234          | 238          | 243          | 248          | 253          | 258          | 263           | 268           | 274          |
| <b>Total income</b>                                 | <b>2,544</b> | <b>2,594</b> | <b>2,622</b> | <b>2,649</b> | <b>2,677</b> | <b>2,704</b> | <b>2,732</b> | <b>2,759</b> | <b>2,787</b> | <b>2,814</b> | <b>2,842</b> | <b>2,869</b> | <b>2,896</b>  | <b>2,924</b>  | <b>2,951</b> |
| Repairs & maintenance                               | 219          | 221          | 224          | 226          | 229          | 232          | 234          | 237          | 240          | 242          | 245          | 248          | 251           | 253           | 256          |
| Management (incl RRT)                               | 1,192        | 1,230        | 1,254        | 1,279        | 1,305        | 1,331        | 1,358        | 1,385        | 1,412        | 1,441        | 1,469        | 1,499        | 1,529         | 1,559         | 1,591        |
| Bad debts   | 64           | 65           | 66           | 66           | 67           | 67           | 68           | 68           | 69           | 69           | 70           | 70           | 71            | 71            | 72           |
| Depreciation  | 533          | 517          | 507          | 497          | 486          | 476          | 467          | 457          | 447          | 437          | 428          | 419          | 409           | 400           | 391          |
| <b>Total costs</b>                                  | <b>2,008</b> | <b>2,033</b> | <b>2,050</b> | <b>2,068</b> | <b>2,087</b> | <b>2,106</b> | <b>2,126</b> | <b>2,147</b> | <b>2,168</b> | <b>2,190</b> | <b>2,212</b> | <b>2,236</b> | <b>2,259</b>  | <b>2,284</b>  | <b>2,309</b> |
| <b>Net income from services</b>                     | <b>537</b>   | <b>561</b>   | <b>571</b>   | <b>581</b>   | <b>590</b>   | <b>598</b>   | <b>605</b>   | <b>612</b>   | <b>619</b>   | <b>624</b>   | <b>629</b>   | <b>633</b>   | <b>637</b>    | <b>640</b>    | <b>642</b>   |
| Interest payable                                    | -537         | -537         | -537         | -537         | -537         | -537         | -537         | -537         | -537         | -537         | -537         | -537         | -537          | -537          | -537         |
| Interest income                                     | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| <b>Net income/expenditure before appropriations</b> | <b>0</b>     | <b>25</b>    | <b>35</b>    | <b>44</b>    | <b>53</b>    | <b>61</b>    | <b>69</b>    | <b>76</b>    | <b>82</b>    | <b>88</b>    | <b>93</b>    | <b>97</b>    | <b>100</b>    | <b>103</b>    | <b>105</b>   |
| Set aside for debt repayment                        | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| Revenue contributions to capital                    | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| <b>Net HRA Surplus/Deficit</b>                      | <b>0</b>     | <b>25</b>    | <b>35</b>    | <b>44</b>    | <b>53</b>    | <b>61</b>    | <b>69</b>    | <b>76</b>    | <b>82</b>    | <b>88</b>    | <b>93</b>    | <b>97</b>    | <b>100</b>    | <b>103</b>    | <b>105</b>   |
| <b>HRA Balance brought forward</b>                  | <b>503</b>   | <b>503</b>   | <b>528</b>   | <b>563</b>   | <b>607</b>   | <b>659</b>   | <b>720</b>   | <b>789</b>   | <b>865</b>   | <b>947</b>   | <b>1,034</b> | <b>1,127</b> | <b>1,223</b>  | <b>1,324</b>  | <b>1,427</b> |
| HRA surplus/(deficit)                               | 0            | 25           | 35           | 44           | 53           | 61           | 69           | 76           | 82           | 88           | 93           | 97           | 100           | 103           | 105          |
| <b>HRA Balance carried forward</b>                  | <b>503</b>   | <b>528</b>   | <b>563</b>   | <b>607</b>   | <b>659</b>   | <b>720</b>   | <b>789</b>   | <b>865</b>   | <b>947</b>   | <b>1,034</b> | <b>1,127</b> | <b>1,223</b> | <b>1,324</b>  | <b>1,427</b>  | <b>1,532</b> |
| <b>HRA CAPITAL PROGRAMME</b>                        |              |              |              |              |              |              |              |              |              |              |              |              |               |               |              |
| Stock capital investment                            | 0            | 30           | 246          | 185          | 0            | 623          | 212          | 722          | 602          | 0            | 224          | 597          | 1,445         | 1,518         | 0            |
| Development/acquisition                             | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| <b>Capital programme</b>                            | <b>0</b>     | <b>30</b>    | <b>246</b>   | <b>185</b>   | <b>0</b>     | <b>623</b>   | <b>212</b>   | <b>722</b>   | <b>602</b>   | <b>0</b>     | <b>224</b>   | <b>597</b>   | <b>1,445</b>  | <b>1,518</b>  | <b>0</b>     |
| <b>Scheduled Loan Repayment</b>                     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>      | <b>0</b>      | <b>0</b>     |
| <i>Financed by...</i>                               |              |              |              |              |              |              |              |              |              |              |              |              |               |               |              |
| Major Repairs Reserve                               | 204          | 178          | -33          | 31           | 221          | -398         | 17           | -488         | -363         | 244          | 24           | -344         | -1,186        | -1,254        | 269          |
| Revenue contributions                               | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| HRA borrowing                                       | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| <b>Capital financing</b>                            | <b>0</b>     | <b>-30</b>   | <b>-246</b>  | <b>-185</b>  | <b>0</b>     | <b>-623</b>  | <b>-212</b>  | <b>-722</b>  | <b>-602</b>  | <b>0</b>     | <b>-224</b>  | <b>-597</b>  | <b>-1,445</b> | <b>-1,518</b> | <b>0</b>     |
| <b>Net balance on capital programme</b>             | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>      | <b>0</b>      | <b>0</b>     |
| <i>Alert</i>  |              |              |              |              |              |              |              |              |              |              |              |              |               |               |              |
| <b>Major Repairs Reserve b/fwd</b>                  | <b>359</b>   | <b>1,096</b> | <b>1,791</b> | <b>2,264</b> | <b>2,792</b> | <b>3,499</b> | <b>3,578</b> | <b>4,062</b> | <b>4,031</b> | <b>4,115</b> | <b>4,796</b> | <b>5,248</b> | <b>5,323</b>  | <b>4,546</b>  | <b>3,692</b> |
| HRA depreciation (net)                              | 533          | 517          | 507          | 497          | 486          | 476          | 467          | 457          | 447          | 437          | 428          | 419          | 409           | 400           | 391          |
| Financing for capital programme                     | 204          | 178          | -33          | 31           | 221          | -398         | 17           | -488         | -363         | 244          | 24           | -344         | -1,186        | -1,254        | 269          |
| Debt Repayment                                      | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0             | 0            |
| <b>Major Repairs Reserve c/fwd</b>                  | <b>1,096</b> | <b>1,791</b> | <b>2,264</b> | <b>2,792</b> | <b>3,499</b> | <b>3,578</b> | <b>4,062</b> | <b>4,031</b> | <b>4,115</b> | <b>4,796</b> | <b>5,248</b> | <b>5,323</b> | <b>4,546</b>  | <b>3,692</b>  | <b>4,352</b> |

## 30-year HRA Business Plan

| Year  | 16            | 17            | 18           | 19            | 20           | 21            | 22           | 23           | 24           | 25           | 26            | 27           | 28           | 29           | 30           |
|---|---------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|
| Financial Year                                      | 2038.39       | 2039.40       | 2040.41      | 2041.42       | 2042.43      | 2043.44       | 2044.45      | 2045.46      | 2046.47      | 2047.48      | 2048.49       | 2049.50      | 2050.51      | 2051.52      | 2052.53      |
|   | £'000's       | £'000's       | £'000's      | £'000's       | £'000's      | £'000's       | £'000's      | £'000's      | £'000's      | £'000's      | £'000's       | £'000's      | £'000's      | £'000's      | £'000's      |
| <b>HRA 30 YEAR SUMMARY</b>                          |               |               |              |               |              |               |              |              |              |              |               |              |              |              |              |
| Dwelling rents                                      | 2,699         | 2,721         | 2,742        | 2,763         | 2,784        | 2,805         | 2,825        | 2,845        | 2,865        | 2,884        | 2,903         | 2,921        | 2,940        | 2,957        | 2,974        |
| Service charge income                               | 279           | 285           | 291          | 296           | 302          | 308           | 314          | 321          | 327          | 334          | 340           | 347          | 354          | 361          | 368          |
| <b>Total income</b>                                 | <b>2,978</b>  | <b>3,006</b>  | <b>3,033</b> | <b>3,060</b>  | <b>3,086</b> | <b>3,113</b>  | <b>3,139</b> | <b>3,166</b> | <b>3,192</b> | <b>3,218</b> | <b>3,243</b>  | <b>3,269</b> | <b>3,294</b> | <b>3,318</b> | <b>3,343</b> |
| Repairs & maintenance                               | 259           | 262           | 265          | 267           | 270          | 273           | 276          | 279          | 281          | 284          | 287           | 290          | 293          | 296          | 298          |
| Management (incl RRT)                               | 1,622         | 1,655         | 1,688        | 1,722         | 1,756        | 1,791         | 1,827        | 1,864        | 1,901        | 1,939        | 1,978         | 2,017        | 2,058        | 2,099        | 2,141        |
| Bad debts   | 72            | 73            | 73           | 73            | 74           | 74            | 75           | 75           | 76           | 76           | 76            | 76           | 76           | 77           | 77           |
| Depreciation  | 382           | 373           | 364          | 356           | 347          | 339           | 330          | 322          | 314          | 306          | 298           | 290          | 282          | 275          | 267          |
| <b>Total costs</b>                                  | <b>2,335</b>  | <b>2,362</b>  | <b>2,390</b> | <b>2,418</b>  | <b>2,447</b> | <b>2,477</b>  | <b>2,508</b> | <b>2,539</b> | <b>2,572</b> | <b>2,605</b> | <b>2,639</b>  | <b>2,674</b> | <b>2,709</b> | <b>2,746</b> | <b>2,783</b> |
| <b>Net income from services</b>                     | <b>643</b>    | <b>643</b>    | <b>643</b>   | <b>641</b>    | <b>639</b>   | <b>636</b>    | <b>632</b>   | <b>626</b>   | <b>620</b>   | <b>613</b>   | <b>605</b>    | <b>595</b>   | <b>584</b>   | <b>573</b>   | <b>559</b>   |
| Interest payable                                    | -537          | -537          | -537         | -537          | -537         | -537          | -537         | -537         | -537         | -537         | -537          | -537         | -537         | -537         | -537         |
| Interest income                                     | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| <b>Net income/expenditure before appropriations</b> | <b>106</b>    | <b>107</b>    | <b>106</b>   | <b>105</b>    | <b>102</b>   | <b>99</b>     | <b>95</b>    | <b>90</b>    | <b>84</b>    | <b>76</b>    | <b>68</b>     | <b>58</b>    | <b>48</b>    | <b>36</b>    | <b>23</b>    |
| Set aside for debt repayment                        | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| Revenue contributions to capital                    | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| <b>Net HRA Surplus/Deficit</b>                      | <b>106</b>    | <b>107</b>    | <b>106</b>   | <b>105</b>    | <b>102</b>   | <b>99</b>     | <b>95</b>    | <b>90</b>    | <b>84</b>    | <b>76</b>    | <b>68</b>     | <b>58</b>    | <b>48</b>    | <b>36</b>    | <b>23</b>    |
| <b>HRA Balance brought forward</b>                  | <b>1,532</b>  | <b>1,638</b>  | <b>1,745</b> | <b>1,851</b>  | <b>1,955</b> | <b>2,058</b>  | <b>2,157</b> | <b>2,252</b> | <b>2,341</b> | <b>2,425</b> | <b>2,501</b>  | <b>2,569</b> | <b>2,627</b> | <b>2,675</b> | <b>2,711</b> |
| HRA surplus/(deficit)                               | 106           | 107           | 106          | 105           | 102          | 99            | 95           | 90           | 84           | 76           | 68            | 58           | 48           | 36           | 23           |
| <b>HRA Balance carried forward</b>                  | <b>1,638</b>  | <b>1,745</b>  | <b>1,851</b> | <b>1,955</b>  | <b>2,058</b> | <b>2,157</b>  | <b>2,252</b> | <b>2,341</b> | <b>2,425</b> | <b>2,501</b> | <b>2,569</b>  | <b>2,627</b> | <b>2,675</b> | <b>2,711</b> | <b>2,734</b> |
| <b>HRA CAPITAL PROGRAMME</b>                        |               |               |              |               |              |               |              |              |              |              |               |              |              |              |              |
| Stock capital investment                            | 1,554         | 1,232         | 436          | 1,392         | 0            | 1,978         | 995          | 0            | 336          | 0            | 1,106         | 215          | 892          | 507          | 0            |
| Development/acquisition                             | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| <b>Capital programme</b>                            | <b>1,554</b>  | <b>1,232</b>  | <b>436</b>   | <b>1,392</b>  | <b>0</b>     | <b>1,978</b>  | <b>995</b>   | <b>0</b>     | <b>336</b>   | <b>0</b>     | <b>1,106</b>  | <b>215</b>   | <b>892</b>   | <b>507</b>   | <b>0</b>     |
| <b>Scheduled Loan Repayment</b>                     | <b>0</b>      | <b>0</b>      | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |
| <i>Financed by...</i>                               |               |               |              |               |              |               |              |              |              |              |               |              |              |              |              |
| Major Repairs Reserve                               | -1,279        | -952          | -150         | -1,101        | 297          | -1,675        | -686         | 315          | -14          | 328          | -772          | 127          | -544         | -152         | 355          |
| Revenue contributions                               | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| HRA borrowing                                       | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| <b>Capital financing</b>                            | <b>-1,554</b> | <b>-1,232</b> | <b>-436</b>  | <b>-1,392</b> | <b>0</b>     | <b>-1,978</b> | <b>-995</b>  | <b>0</b>     | <b>-336</b>  | <b>0</b>     | <b>-1,106</b> | <b>-215</b>  | <b>-892</b>  | <b>-507</b>  | <b>0</b>     |
| <b>Net balance on capital programme</b>             | <b>0</b>      | <b>0</b>      | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |
| <i>Alert</i>  |               |               |              |               |              |               |              |              |              |              |               |              |              |              |              |
| <b>Major Repairs Reserve b/fwd</b>                  | <b>4,352</b>  | <b>3,455</b>  | <b>2,876</b> | <b>3,090</b>  | <b>2,345</b> | <b>2,989</b>  | <b>1,653</b> | <b>1,297</b> | <b>1,935</b> | <b>2,234</b> | <b>2,868</b>  | <b>2,395</b> | <b>2,811</b> | <b>2,550</b> | <b>2,673</b> |
| HRA depreciation (net)                              | 382           | 373           | 364          | 356           | 347          | 339           | 330          | 322          | 314          | 306          | 298           | 290          | 282          | 275          | 267          |
| Financing for capital programme                     | -1,279        | -952          | -150         | -1,101        | 297          | -1,675        | -686         | 315          | -14          | 328          | -772          | 127          | -544         | -152         | 355          |
| Debt Repayment                                      | 0             | 0             | 0            | 0             | 0            | 0             | 0            | 0            | 0            | 0            | 0             | 0            | 0            | 0            | 0            |
| <b>Major Repairs Reserve c/fwd</b>                  | <b>3,455</b>  | <b>2,876</b>  | <b>3,090</b> | <b>2,345</b>  | <b>2,989</b> | <b>1,653</b>  | <b>1,297</b> | <b>1,935</b> | <b>2,234</b> | <b>2,868</b> | <b>2,395</b>  | <b>2,811</b> | <b>2,550</b> | <b>2,673</b> | <b>3,296</b> |



## Report of the Strategic Director of Place to the meeting of the Executive to be held on March 7 2023

**BH**

**Subject:** Participation in Government Funded Local Authority Housing Fund Initiative

### Summary statement:

The purpose of this report is to seek approval to participation in the Governments Local Authority Housing Fund initiative. The initiative makes grant funding available for the acquisition of dwellings as temporary accommodation for households currently provided with leave to remain in the UK as part of the Ukraine and Afghanistan resettlement schemes. At the conclusion of the scheme, the dwellings are to be added to the council's general needs housing stock in order to meet local housing need.

This report has not been included on the published forward plan as an issue for consideration, due to the fact that the Government initiative was launched following the publication of the Forward Plan for the period in question. A decision to proceed or not proceed with the initiative is required by Executive prior to the end of the current financial year. Therefore, it is not practicable to defer the item to a future agenda. This matter only came to light following publication of the forward plan, and it is impractical to defer the decision until it has been included in the published Forward Plan for the reasons described, therefore the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council's Constitution.

### EQUALITY & DIVERSITY:

Participation in the scheme is specifically intended to provide temporary, settled accommodation for those households with leave to remain in the UK as part of the Ukraine and Afghanistan re-settlement schemes.

When that use concludes (in an estimated three years, the dwellings will be added permanently to the council's affordable housing stock. It will then assist those on low income to access good quality and affordable housing.

**David Shepherd**  
Strategic Director of Place

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

**Report Contact:** Alan Lunt, Interim  
Director of City of Culture Readiness  
Phone: (01274) 434748  
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**Overview & Scrutiny Area:**  
Regeneration & Environment

## **1. SUMMARY**

- 1.1 On January 9 2023 Government through the Department of Levelling Up, Housing and Communities (DLUHC) launched the Local Authority Housing Fund. It provided eligible Local Authorities with grant to provide a specific number of dwellings in order to provide temporary settled accommodation to Ukrainian and Afghan households with temporary leave to remain in the UK as part of national Government's resettlement schemes for those fleeing war and persecution from those two countries.
- 1.2 This report seeks to set out the grant offer for Bradford District and the process by which the grant can be utilised in order to acquire dwellings for use as part of the scheme. The report further explains how the dwellings will be incorporated into the council's affordable housing stock at the conclusion of the scheme, to meet the affordable housing needs of households within the District.
- 1.3 Under Paragraph 8.7.4 of Part 3E of the Constitution, the report is marked exempt from call-in for the reason that if it is called in the decision may not be confirmed in time to enable the council to enter into the required 'Memorandum of Understanding' with Government by the deadline of March 15 2023 and thus participate in the scheme.

## **2. BACKGROUND**

- 2.1 On January 9 2023, DLUHC advised that it wished to offer grant support to the Council funding as detailed in Appendix 1 to provide an additional units of accommodation to be utilised to provide accommodation for Ukraine and Afghan Households in the UK as part of re-settlement schemes.
- 2.2 Governments objectives of the fund are to:
  - Ensure recent humanitarian schemes involving Afghan and Ukrainian households only) which offer sanctuary, via an organised safe and legal entry route, to those fleeing conflict, provide sufficient longer-term accommodation to those they support.
  - Support areas with housing pressures which have generously welcomed substantial numbers of Ukrainian refugees so that these areas are not disadvantaged by increased pressures from these arrivals on the existing housing and homelessness systems.
  - Mitigate the expected increased pressures on local authority homelessness and social housing resources which arise from the eligible cohort as sponsorship/family placements/bridging accommodation arrangements come to an end by increasing the provision of affordable housing available to local authorities to support those in the cohort who are homeless, at risk of homelessness, or in bridging accommodation;
  - Reduce emergency, temporary and bridging accommodation costs;
  - Deliver accommodation that as far as possible allows for the future conversion of housing units to support wider local authority housing and homelessness responsibilities to UK nationals (i.e., after usage by this cohort ends);

- Utilise accommodation solutions to enable effective resettlement and economic integration of the eligible cohort.
  - Reduce impacts on the existing housing and homelessness systems and those waiting for social housing.
- 2.3 It is intended that those accommodated will pay affordable housing rents for the duration of their limited tenancies. They will pay via income or eligibility for benefit, in the normal manner. At the conclusion of the re-settlement scheme, the dwellings will be vacated and incorporated into the council's general needs housing stock, to be allocated to those in need of affordable rented accommodation. As a result, as well as helping to fulfil the UK's humanitarian duties to assist those fleeing war, the fund will create a lasting legacy for UK nationals by providing an additional supply of accommodation for local authorities to help address local housing and homelessness pressures.

### **3. COUNCIL RESPONSE**

- 3.1 In light of the grant offer, an officer working group was established to consider the potential of the scheme and assess the means of delivering the required units should it be decided that the Council would participate in the scheme, Appendix 1 sets out the funding details and considerations.

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

- 4.1 Council is required to fund between 50% - 60% of the purchase cost. The match funding required will be via prudential borrowing within the Housing Revenue Account.
- 4.2 The interest rate used in the analysis is 4.29%, change of rate at the time of purchase will affect the element of borrowing alongside what can be limit on purchase price of property.
- 4.3 Further analysis will be carried out on cashflow when the Council has certainty on acquisition sites with purchase price. The rent values and depreciation will be reviewed against these assets.
- 4.4 The financial model will be revised as elements become certain.

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

- 5.1 The key risk factor is the inability to secure dwellings within the time constraints and the resource available. The Memorandum of Understanding that will need to be agreed with Government, requires councils to utilise 'best endeavours' to deliver the units with the available grant. An officer working group will oversee the process and ensure timely / appropriate reports are provided to portfolio holder and the Executive, in order to ensure that at all times, 'best endeavours' are employed, in order to mitigate the risk of grant clawback on committed acquisitions.

## **6. LEGAL APPRAISAL**

- 6.1 The council will be entering into a Memorandum of Understanding (MOU) with DLUHC for the LAHF funding and the council will be required to acquire the properties in accordance with the MOU for the funding. The council will need to comply with the timescales under the MOU as well as reporting and monitoring requirements.
- 6.2 Depending on the acquisition route taken to deliver the required properties, the council will need to consider procurement, subsidy control, ensure the funded activities meet equalities duties and have robust arrangements in place to prevent fraud.
- 6.3 The council will be measured on exchange of contracts for the acquisitions for meeting delivery targets required by DLUHC for the funding,
- 6.4 The council will need to put in place tenancy agreements with the LAHF eligible occupiers of the properties.
- 6.5 The council will also need to have contractual arrangements in place for the ongoing management of the properties.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

None as a direct result of this report

### **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

None as a direct result of this report

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

None as a direct result of this report

### **7.4 HUMAN RIGHTS ACT**

None as a direct result of this report

### **7.5 TRADE UNION**

None

### **7.6 WARD IMPLICATIONS**

None

## **7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

None.

## **7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

Eligible households will include families with children, thus providing shelter and stability to aid their development.

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

None

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

Appendix 1 attached is 'Not for Publication' on the grounds that it contains exempt information within paragraph 3 (Information relating to Financial or Business Affairs) Schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

## **9. OPTIONS**

- 9.1 Not to accept the LAHF funding. This would mean the Council would forego the funding being offered by DLUHC to alleviate housing pressures on local authorities arising from recent and unforeseen conflicts in Afghanistan and Ukraine. The council will also forego the opportunity in the longer term to add to its general housing stock with the assistance of DLUHC funding.
- 9.2 To accept the LAHF funding. This will provide DLUHC funding towards the acquisition of an additional units of accommodation to be utilised to provide accommodation for Ukraine and Afghan Households in the UK as part of re-settlement schemes as detailed in Appendix 1. The fund will create a lasting legacy for UK nationals by providing a new and permanent supply of accommodation for local authorities to help address local housing and homelessness pressures. The scheme will also assist the council to achieve its objective of increasing its stock of affordable housing across the district, as part of the opening of the Housing Revenue Account, approved by Executive at its meeting of January 31 2023.

## **10. RECOMMENDATIONS**

That Executive;

- i. Confirm the Council's involvement in the Governments Local Authority Housing Fund Initiative
- ii. Provides approval to officers to agree and for the council to enter into the required Memorandum of Understanding with the Department of Levelling Up Housing and Communities for the delivery of the Local Authority Housing Fund

- iii. Subject to further review of the financial position, an analysis on property and rent values will be required to determine if the council can provide match funding as detailed in Not for Publication Appendix 1 towards the acquisitions of the properties described in this report.
- iv. Instruct officers to commence the task of identifying appropriate properties for acquisition.
- v. Authority be given to the Strategic Director of Place in consultation with the Strategic Director of Corporate Resources and the Director of Finance & IT to progress with property acquisitions as part of the Local Authority Housing Fund.

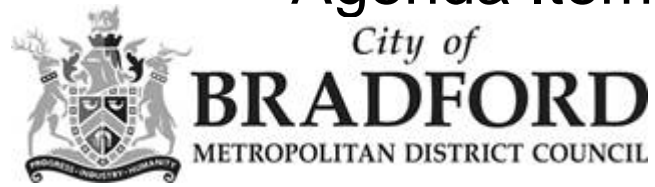
## **11. APPENDICES**

Appendix 1: Funding Details is 'Not for Publication' on the grounds that it contains exempt information within paragraph 3 (Information relating to Financial or Business Affairs) Schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

## **12. BACKGROUND DOCUMENTS**

None





## **Report of the Strategic Director of Place to the meeting of the Executive Committee to be held on 7<sup>th</sup> March 2022**

**BI**

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**Subject:****City Village Regeneration Scheme****Summary statement:**

This report will seek the Executive's endorsement of the strategic regeneration proposals to create a new 'City Village' in the heart of the City Centre, and to authorise the procurement of a preferred private sector Development Partner to assist the Council in planning, preparing and delivering the project.

**EQUALITY & DIVERSITY:**

The City Village scheme is primarily about 'place making' with the intention of repurposing and reshaping part of the city centre to drive regeneration through new residential development. This will in turn contribute to the Council's priority aim of increasing the supply of the right type, quality and location of new homes to meet the needs of the local population. As such endeavours will be made to ensure that the type of housing to be delivered, highway improvements, transport facilities, public realm design etc. will be designed to be accessible to all and meet the housing needs of all residents regardless of age, background or ethnicity.

Careful consideration will also be given to designing the landscaping/ public realm elements of the scheme to adhere to the needs of young and old, families and singles, residents and visitors and to fully meet accessibility standards.

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**David Shepherd**  
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**Portfolio:****Regeneration, Planning & Transport**

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

## 1. SUMMARY

This report will seek the Executive's endorsement of the strategic regeneration proposals to create a new 'City Village' in the heart of the City Centre, and to authorise the procurement of a preferred private sector Development Partner to assist the Council in the planning, preparing, funding and delivery of the overall project.

## 2. BACKGROUND

**2.1 The Proposals** - the Council's proposals to create the new 'City Village' (CV) are now at a stage where the vision and concept plans for the scheme need to be transformed into delivery actions.

The scheme's primary aim is to repurpose the City Village regeneration area (shown edged red on Plan No.1 at Appendix A) to create a green, healthy, sustainable and community friendly city centre neighbourhood of up to 1,000 new homes that with safer roads, landscaped public spaces, revitalised independent shopping, and business spaces will become a place where people will choose to live, work and thrive and where businesses will want to invest, trade and grow. As such the City Village proposals are made up of the following key elements:

**2.1.1** Creating the optimum investment and living environment by aiming to carry out improvements to the highway infrastructure and landscaping/public realm to create a greener, traffic reduced, healthy and sustainable environment that will persuade Investors, developers/property owners and most importantly, potential occupiers that it is a place where they would choose to invest and live.

An initial phase of such improvements is currently being delivered by the Council for a number of streets in the 'Top of Town' part of the City Village area. These are being delivered by the Department of Place Landscape & Conservation Team who have secured external funding for the scheme. The aim is to roll-out similar improvements to treat other key streets in the city Village area in a similar way so that, together with new high quality green space created through the development process will go some way to establishing the proposed safe, attractive and healthy spaces and environment necessary to attract development investment in the existing buildings in the area and to attract new residents, businesses and visitors alike.

**2.1.2** Encouraging private developers and owners of existing properties in the area to undertake more and better quality conversion schemes within the area to grow the supply of new city centre homes, and boost resident demand in order to establish a vibrant residential market, that will assist the prospect of the intended new build schemes in the city village area being delivered on a viable financial basis.

An example of such activity is the redevelopment of the former Yorkshire Building Society HQ building known as 'High Point'. Work is at an advanced stage in redeveloping this iconic 1970's building to provide 87 new high quality apartments in March 2021, which has been facilitated by E&DS securing WYCA grant funding to assist the delivery of the scheme on a timely and financially viable basis.

**2.1.3** Facilitating the delivery of new-build homes through the identification of several large sites shown coloured pink on Plan No.1 at Appendix 1 below that will underpin the phased development of the City Village scheme. These include:

- The Chain Street housing extension area that includes Council owned surplus surface car park plots.
- The 'Top of Town' site (including the Council owned Oastler Centre site, temporary Rawson Road market hall and surface car parks off Simes Street).
- The Council owned Kirkgate Centre site

#### 2.1.4 Revitalising the local retail, business and leisure activities in the City Village area

- (i) The major long-term changes in retail sector trends together with the opening of the new Broadway Shopping Centre had a profound effect on the City Village area, that was previously recognised as the City's primary High Street location, but characterised now by streets of vacant or low-value shops, has been further compounded by the Covid-19 crisis. Although the fundamental practices and trends of how we shop that the city has experienced in the last ten years or more are almost certainly irreversible, it is hoped that a large City Village community will create a new type and scale of demand that will stimulate the creation of a smaller independent retail offer that will differ to but complement that now centred on the Broadway Centre and Forster Square areas.

It is expected that the completion and opening of the new Darley Street Market will be the starting point for the creation of a new City Village shopping experience aimed both at meeting the needs of local residents but also complementing the destination retail offer now established in the Broadway/Foster Square areas that will also cater for the demands of city centre workers and visitors alike.

On a similar basis the small business and leisure sectors will be stimulated by the needs, demands and activities of the City Village resident community plus other users and visitors to the area.

#### 2.1.5 Reinforcing linkages with the rest of the City Centre

- (i) The creation of a vibrant and diverse City Village community will have significant positive impacts on other sectors and parts of the City Centre.
- (ii) The Council's objective of stimulating economic growth by attracting more businesses and jobs to the city centre is being led by the delivery of the One City Park office scheme, which will in turn stimulate further commercial development and corporate investment. One of the key factors for the success of such a strategy is being able to convince inward investors and resizing/relocating businesses, that Bradford and its city centre is the right location for them and their employees. The ready availability of attractive places to live for key workers within easy travelling distance of the workplace is an essential consideration in these circumstances.
- (iii) On a similar basis easy access to high quality and exciting leisure activities for future City Village residents will also be an important factor in its success. The existing and exciting cultural and leisure offer in the City Centre that includes St Georges Hall, The Light Cinema, City Park, National Media Museum and the Alhambra will be further enhanced by the Bradford Live Venue plus new bars and restaurants making the experience of city centre living both practical and attractive.

- (iv) Following the award of the prestigious City of Culture status, Bradford will experience a year of exciting cultural activities throughout 2025, and as a result the attention of people throughout the World will be focused on the City and the wider District, not least from the people of Bradford themselves. The recognition of the diverse and vibrant leisure, retail, business and cultural offer that exists within the district, matched by the wealth of architectural heritage that exists in the city centre will help to convince both local people and visitors that this could be a viable option as a place for them to invest and live.

The timing therefore of bringing the City Village scheme forward now and the appointment of a development partner to assist the Council in driving the project through to delivery is most appropriate and important to ensure that the new development proposals draw the maximum benefit from the uplift in attention and interest in the City Centre that will inevitably be generated by City of Culture 2025, and as such the delivery and success of the City Village proposals will be seen as a fitting legacy outcome to that event.

## **2.2 Progress to Date**

- 2.2.1 The Department of Place's Economy and Development Service (E&DS) commissioned property specialists Cushman and Wakefield to explore and produce a 'Master & Delivery Plan' for the City Village area that when completed in August 2019, provided an exploratory masterplan for the City Village scheme together with potential mechanisms, delivery timetable and programme of actions to make it happen.
- 2.2.2 As part of this feasibility process a Council Project Team was assembled made up of representatives from E&DS, housing, estates, planning and transportation, landscapes and conservation and public health to collectively examine and critique the CV concept and development proposals.
- 2.2.3 This was complemented by establishing a Project 'Think Tank' involving the Council Team, 'Integreat Plus' and Bradford Chamber of Commerce's Property Forum to similarly examine and critique the proposals which led to a comprehensive design review exercise led by the Yorkshire Design review team involving an Architect, Urban Designer, Planning Specialist and Landscape Architect together with members of the Council Project Team.
- 2.2.4 Additional targeted consultation was also undertaken using consultants, the 'Ahead Partnership' and Born-In-Bradford who presented the conceptual CV and city centre living ideas to pupils at a local secondary and primary school which was met with enthusiasm and provided useful data in both instances.
- 2.2.5 The preparation of the master delivery plan was an exercise intended to advise the Council on the need, feasibility, deliverability and viability of the City Village scheme, whilst at the same time providing a platform to be used to engage with key Public Sector partners, to place the project in the optimum position to secure essential future funding needed to deliver the project.

- 2.2.6 Department of Place officers have subsequently engaged closely with their counterparts from the West Yorkshire Combined Authority (WYCA) and Homes England to brief them on the rationale and master planning of the City Village concept and to explore potential delivery options. City Village has been identified in the emerging Strategic Place Partnership between Homes England and WYCA as one of the key Focus Areas for joint working.
- 2.2.7 The Combined Authority's commitment to the Scheme has been illustrated by the provision of funding from their Housing Revenue Fund to commission consultants WSP and Cushman & Wakefield to undertake preliminary feasibility work to prepare a demolition, remediation and enabling works strategy to prepare the key Council owned sites to be committed to the city village scheme for future development and to explore future delivery mechanisms and opportunities to secure essential funding to deliver the scheme.
- 2.2.8 Senior representatives of the Department of Levelling Up Communities and Housing (DLUCH) have also visited and been fully briefed on the City Village proposals and as a result have also expressed their support in principle. Several CGI images of how the City Village might look in the future are included at Appendix 1 below.

## **2.3 Current Position**

- 2.3.1 With the benefit of the original master delivery plan feasibility work the Council has been able to illustrate the vision, objectives and benefits of the City Village scheme to its key public sector partners and get it positioned firmly as a priority in their forward planning.
- 2.3.2 Development Partner appointment
- (i) With no expectation of carrying out such major new development operations itself, it is considered essential that the Council appoints a preferred private development partner to provide the necessary development skills and expertise and limit the Council's risks. The development partner's role will be to oversee the development management process, prepared design work, secure planning permission, place construction building contracts, market and let schemes to occupiers, and secure the required funding commitments. Because of the unique nature of the Bradford City Village scheme which will depend on a high level of public sector support / backing, it is considered beneficial to engage a development partner with skills in public/private sector regeneration schemes early in the development process, to bring innovation and commercial skills to the process of scheme design.
  - (ii) In response to this the Council showcased the proposed development at the prestigious MIPIM property event in 2018, at which discussions took place between Council representatives and various developers/investors interested in the proposals, particularly Muse Developments and English Cities Fund who showed great interest in being involved in the project.
  - (iii) Procurement routes have been considered in conjunction with the Council's external specialist public procurement and commercial lawyers and following those considerations the preferred route would be a direct appointment of a developer through the use of the Pagabo Developer Led Framework.

- (v) Pagabo, is a national framework provider that has put in place a number of framework agreements with a range of providers to enable public sector bodies to purchase a range of services and works without the requirement of a stand-alone procurement exercise. The Pagabo Developer Led Framework provides an established procurement compliant framework for the appointment of development partners through either direct award or mini competition. If supported this approach will be explored and managed with the assistance of Legal, Finance, Procurement services and external legal advisers.

## **2.4 Key Issues**

- 2.4.1 City Village is a large and ambitious regeneration initiative of a scale that has not been seen since the major city centre remodelling works carried out in the 1960s and 70s. It also involves the key objective to establish a new, large scale community in a location where the residential property market is still immature and emerging, making financial viability a key issue for its successful delivery. However, recent retailing and business trends have driven a downturn in fortunes for that part of the city centre, resulting in what once were quality high street shops becoming empty or accommodating secondary or low grade uses. The creation of a new city village community will bring the critical mass of demand and spending power that will help to boost retail, business and leisure sectors and produce a truly economically sustainable city centre.
- 2.4.2 Having considered the advice from our external lawyers DWF, officers recommend the use of the Pagabo framework for the direct award of the contract to appoint its preferred developer as its development partner for the scheme. Such an appointment will be made up of a two stage process involving a Stage 1 Pre Development Services Agreement (PDSA) which will involve the preferred developer working with the Council and its partners to crystallise the masterplan and devise a funding strategy to the satisfaction of the Council. This will include project managing feasibility work, masterplanning, stakeholder consultation, design, funding requirements/opportunities and securing innovative funding and delivery strategy mechanisms in order to present City Village as a high quality, sustainable scheme that can be delivered on a financially viable basis. Neither party will be obligated to move the process on to Stage 2 and doing so will not only depend on the identification of an optimum viable scheme to the Council's satisfaction, but also on agreeing mutually acceptable terms for the Stage 2 Development Agreement.
- 2.4.3 Depending on the outcome of the Stage 1 work, a further report is to be submitted to the Executive with an update on progress, scheme delivery details and funding proposals for consideration by Members and if appropriate seek further Executive approval to progress with the Stage 2 delivery elements of the scheme, that will include the securing of a suitable planning permission for the City Village scheme and delivery of the phased development of the three Council sites dedicated to the project as identified in 2.1.3 above.
- 2.4.4 The successful and viable delivery of the city village scheme will ultimately depend on a mixture of private and public sector investment, in a time when securing such funding is extremely challenging. In engaging with its key public sector partners, Homes England and the West Yorkshire Combined Authority, the Council has been able to gain their interest and support in

recognising the strategic importance of the City Village to the future of Braford and the Region, and having a delivery partner with a track record of successful delivery of similar urban regeneration schemes, such a three way public private sector partnership should be well placed to attract the essential funding needed to see the scheme through to fruition.

## 2.5 Basic Project Programme

### Subject to Executive approval – Indicative Project key milestones

| Stage 1    |   |  |                  |                 |
|------------|---|--|------------------|-----------------|
| Ref        | Element                                 | Activity   | Start            | End             |
| <b>1.0</b> | <b>Procurement</b>                      |  |                  |                 |
|            |   | Appointment of Development Partner   | Apr 2023         | Nov 2023        |
|            |   | PDSA Services  | May 2023         | Nov 2023        |
|            |   | Negotiation of terms of Development Agreement  | Nov 2023         | Jan 2024        |
| <b>2.0</b> | <b>Design &amp; Masterplanning</b>      |  |                  |                 |
|            |   | Public Consultation, masterplanning, design, funding strategy and planning application preparation   | Oct 2023         | Feb 2024        |
| <b>3.0</b> | <b>Demolitions &amp; Enabling Works</b> |  |                  |                 |
|            |   | Surveys and preparation of demolition Strategy   | <b>Apr 2023</b>  | <b>Oct 2023</b> |
|            |   | Contractor Tender  | Jan 2024         | March 2024      |
|            |   | Phase 1 Demolition works start   | June 2024        |                 |
|            |   | Phase2 Demolition works start  | Jan 2026         |                 |
| Stage 2.   |   |  |                  |                 |
| <b>4.0</b> | <b>Planning Application</b>             |  |                  |                 |
|            |   | Pre-app, public consultation, submission   | Dec 2023         | March 2024      |
|            |   | Planning application determination, S106 Agt, Judicial Review  |                  | June 2024       |
| <b>5.0</b> | <b>Further Design &amp; tender Docs</b> |  |                  |                 |
|            |   | Detailed design for Main Contractor tender   | <b>June 2024</b> | <b>Oct 2024</b> |
|            |   | Production of tender documents   | Oct 2024         | Nov 2024        |
| <b>6.0</b> | <b>Main Contractor Procurement</b>      |  |                  |                 |
|            |   | Procurement and contract award   | Dec 2024         | March 2025      |
| <b>7.0</b> | <b>Construction</b>                     |  |                  |                 |
|            |   | Phase 1 construction<br>N.B. the project target start date of “May 2025 may need delayed if it is found necessary to make a CPO because there is little or no prospect of all the legal and equitable interests and any rights needed to achieve clean title and vacant possession of the Council owned properties that will be committed to scheme being acquired through voluntary negotiations. | May 2025         | April 2027      |

### 3. OTHER CONSIDERATIONS

None.

### 4. FINANCIAL & RESOURCE APPRAISAL

It is anticipated that the cost of undertaking the Stage 1 works will be circa £750,000 (seven hundred & fifty thousand pounds) with such spending being incurred in 2023/4, and met from existing Department of Place capital budget allocations. However, discussions with Homes England and WYCA indicate a willingness by both parties to contribute significantly to the cost of the Stage 1 works, with such sums to be confirmed.

The Stage 1 works will, inter alia, include:

- Preparation of a Masterplan and Design Study
- Public and key stakeholder consultation
- Feasibility Cost Plan
- Utilities Capacity, Building & Demolition Surveys
- Technical and legal studies
- Planning Strategy
- Residential Market Analysis and Financial Appraisals

### 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The following risks and mitigations are set out below:

| Risks                  | Mitigation / management   |
|------------------------|---|
| Procurement challenge. | <p>The Council has had legal advice which has confirmed that provided the framework conditions for a direct award are met, the direct award would be a lawful procurement process.</p> <p>That requires the Council to (i) be able to determine from the framework tender price and quality responses which Developer is best placed to deliver the requirements; (ii) use the template Development Agreement without substantial amendment.</p> <p>As the template Development Agreement under the appropriate lot of the Framework Agreement (lot 3) relates to a single site development, it does not provide for phased completion dates and would, therefore, require modification. We are working through those issues with our external lawyers DWF.</p> |
|                        |   |



|  |  |
|--|--|
| <p>Council / preferred developer unable to agree terms for Stage 2. The procurement methodology proposed is a two stage process with the first stage involving a Pre Development Services Agreement, and the second being a works Development Agreement. The purpose of Stage 1 will be to refine the masterplan for Bradford City Village, pinpoint funding solution and agree commercial terms for Stage 2. There will be no commitment on either party to commit to Stage 2 at the outset, and it will be necessary that a mutually acceptable solution is identified and appropriate commercial terms are agreed. This will incentivise the developer to produce a commercially viable and value for money solution for the Council.</p> | <p>In the event of being unable to agree terms, the risk to the Council is the financial commitment to the various professional and technical advice and studies. However, to manage this risk, the Council can ensure that collateral warranties/reliance transferred to Bradford Council to enable alternative procurement / partner selection process for stage 2 (construction).</p>   |
| <p>Funding Challenges</p>  | <p>Detailed financial assessment will be required and undertaken as part of the Stage 1 works to consider funding requirements as well as looking at funding contributions from other public sector bodies.</p> <p>It should be recognised that the potential to secure external time limited grant funding to assist the delivery project may be affected should the projected date of May 2025 be delayed by the Council's inability to secure clean title to and vacant possession of those Council owned sites to be committed to the Scheme. This position will be discussed with external funding partners as the project progresses and the conditions of such funding programmes are clarified.</p> <p>Mitigation of such risk will also be addressed by close liaison with Legal Services and Estates and Property officers in terms of preparing and instigating requisite CPO should these be required to address these matters as described in this table below.</p> |

|   |  |
|---|--|
| <p>The Council's ability to invest the Top of Town (Oastler Centre) and Kirkgate Centre sites into the City Village delivery process on an unencumbered basis and within a desired project timetable is dependent on the Council being able to secure clean legal titles on both sites, securing vacant possession on a timely basis and having both sites free from any restrictions to use or demolition of the existing buildings.</p> | <p>In terms of the vacant possession and title issues the Council is proposing, subject to negotiations to acquire land interests by private treaty and having defined scheme we may need further approval from the Executive for CPO powers to acquire any outstanding lease interests to ensure that vacant possession can be achieved. when required and that clean titles of both sites are secured.</p> |
|---|--|

## 6. LEGAL APPRAISAL

- 6.1 The City Village scheme will be led by Department of Place, Economy and Development Service officers in collaboration with other key officers from a variety of Council services including Legal, Finance, Procurement, Estates, Transportation & Planning.
- 6.2 It is proposed to appoint the preferred development partner using Pagabo Developer Framework. Pagabo, is a national framework provider which has put in place a number of framework agreements with a range of providers to enable public sector bodies to purchase a range of services and works without the requirement of a stand-alone procurement exercise. The Pagabo Developer Led Framework provides an established procurement compliant framework for the appointment of development partners through either direct award or mini competition.
- 6.3 Pagabo offer a number of different frameworks for various projects, whether it be major works, refurbishment works or goods and services; however, the focus of this exercise will be on using their 'Developer Led Framework' that has been proposed as appropriate in this instance. The Council has been advised that the Pagabo framework would allow the Council to engage contractors by way of direct award or via a further competition.
- 6.4 It is proposed that the Council would proceed under the Pagabo 'Single Site Development Agreement' lot, which in broad terms this would entail the Council appointing a development partner initially under a bespoke Pre-Development Agreement to undertake specific pre-development professional services as Stage 1 of the project process. Such services will include:
- Preparation of a Masterplan and Design Study
  - Public and key stakeholder consultation
  - Feasibility Cost Plan
  - Utilities Capacity, Building & Demolition Surveys
  - Technical and legal studies
  - Planning Strategy

- Residential Market Analysis and Financial Appraisals

6.5 Subject to the satisfactory completion of Stage 1, the identification of a robust and agreed funding and financing strategy and negotiation of mutually acceptable heads of terms, a further progress report will be presented to the Executive and if appropriate approval to progress to Stage 2 by contracting with the preferred development partner to progress the City Village scheme to final delivery.

6.6 Stage 2 will involve the Council entering into a Development Agreement(s) with the developer to execute the implementation of the agreed Masterplan. If the developer were subsequently selected to procure the development of the Project, it would be engaged under a template Development Agreement in accordance with Pagabo requirements, in turn entering into a building contract and professional appointments with its supply chain to deliver the Project.

N.B. In entering in an agreement for Stage 1, neither party will be bound / obligated to proceed to Stage 2. This should provide the incentive for both parties to work together to identify a deliverable, compelling, and mutually agreeable solution for the City Village scheme.

#### 6.7 Process for appointment of Stage 1

Pagabo, is a national framework provider which has put in place a number of framework agreements with a range of providers to enable public sector bodies to purchase a range of services without the requirement of a stand-alone procurement exercise. These agreements are stated to have been conducted in accordance with the Public Contracts Regulations 2015.

Pagabo offer a number of different frameworks for various projects, whether it be major works, refurbishment works or goods and services; however, the focus of this note is on the 'Developer Led Framework' – the framework that has been proposed by Pagabo as appropriate in the instance.

The Pagabo framework would allow the Council to engage contractors by way of direct award or via a further competition.

Direct awards can be made when the Council has reviewed the framework tender price and quality responses from the range of appointed developers and the framework template project agreement, and is satisfied that the specific developer is best placed to deliver the project and the agreement does not require substantial modification.

The process for direct award via Pagabo is as follows:

- Pagabo will provide details of the developer's tendered quality and pricing ratios for checking by the Council;
- Pagabo can provide templates or assist in the preparation of a business case for the project;
- Pagabo provide template project agreements under the framework (the basis on which the framework was procured) which can be amended, on the basis the amendments are not substantial in terms of the Public Contracts Regulations 2015.

If satisfied that the preferred development partner is the best placed developer appointed to the applicable framework lot (the Council would proceed under the Pagabo 'Single Site Development Agreement' lot), it will proceed to appoint as a development partner using template Pre-Development Services Agreement.

The fee payable under the Pre-Development Services Agreement would be a lump sum fee payable in instalments set out in the agreement. The fee would be calculated in accordance with the pricing schedule submitted by the developer in its tender for appointment on the Developer-Led Framework.

## **6.8 Process for appointment of Stage 2**

A similar process may be required to be undergone in relation to Stage 2 but should a Direct Award not be possible in the event that the template Development Agreement for use under the Framework Agreement under the appropriate lot (Lot 3) is not suitable for the scheme without substantial modification the Council could run a mini-competition through the framework to progress the matter.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

The UK is committed to the delivery of the United Nations Sustainable Development Goal and in response the Council is committed to delivering on this agenda through becoming a Clean Growth City District; a test-bed location for sustainable economic growth which promotes and unlocks opportunities for economic development and regeneration to deliver wider social and environmental benefits.

To ensure the City Village project delivers on the Council's sustainability goals the Stage 1 feasibility works will consider a range sustainable development measures and whether they can be incorporated into the scheme. Such measures to be explored will include the provision of new landscaped public spaces together with significant improvements to the public realm in order to create green corridors and pedestrian and cycling priority routes, reduced traffic movements in the City Village area by reducing the width of existing highways, planting trees and shrubs to enhance the streetscape, providing sustainable drainage measures, reducing and calming traffic movements etc.

Such measures will not only help to create the optimum living environment needed to attract the interest of developers, investors and new residents they will also encourage active travel, reducing noise and improving road safety and air quality in the area.

The feasibility work will also explore sustainable options for the delivery of the proposed new homes themselves including whether the use of modern methods of construction could be considered on some of the sites, which homes could embody the principals of flexible living whereby living spaces can be adapted to suit changing requirements throughout a lifetime, whether the new build homes could be delivered to a net zero carbon basis and achieve a high energy efficiency rating (grade A EPC rating) with communal external spaces incorporated into the masterplanning process to help form community cohesion, create a sense of place, and improve health and wellbeing.

If the project progresses to Stage two and delivery, then the development projects will be fully appraised at that time in terms of their wider impact and sustainability considerations.

## **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

The project will support the Council's Climate Emergency agenda by delivering measures that help to reduce Greenhouse Gas Emissions

However, whilst acknowledging the principle that the refurbishment and renewal of redundant buildings is a preferred approach when considering the effect of regeneration schemes on carbon emissions, it is considered that the Oastler and Kirkgate centre properties are generally unsuitable for such treatment when considering the options for the provision of the new scale and type of housing needed to create the proposed city village environment.

However, such considerations will be taken into account during the Stage 1 feasibility and masterplanning exercises and should the project progress to Stage 2 and delivery, then this will include the securing of a suitable planning permission and in order to do so the masterplan and planning application would need to ensure that it complies with the relevant national and local policies in place at that time in relation to promoting sustainable development and minimising/reducing climate change impacts.

## **7.3 COMMUNITY SAFETY IMPLICATIONS**

Full consideration of Community safety implications attached to the City Village scheme will be addressed during the proposed masterplanning stage of the process and if the project moves forward after Stage 1 will be appropriately managed through the requisite planning application process.

## **7.4 HUMAN RIGHTS ACT**

Should the project move to stage 2 and a project planning application is prepared, then the application will be subject to consultation and engagement in accordance with relevant planning legislation and Government regulations at that time. The local planning authority will also be required to consider their obligations under the Public Sector Equality Duty as defined in the Equalities Act 2010.

## **7.5 TRADE UNION**

There are no Trade Union issues associated with the Project.

## **7.6 WARD IMPLICATIONS**

The City Village scheme will be a significant development within the Council's City Ward in which it is situated, with the development phases and final outcomes of new housing, a revitalised retail offer and growing business sector offering training, job, housing and leisure opportunities for local people and as such efforts will be made throughout the project's feasibility and delivery processes to engage and consult fully with both Ward Members and their constituents.

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

N/A.

**7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

There are no direct implications for children and young people at this stage however as stated in Section 2.2.4 above the original draft masterplanning work undertaken in 2019, did include several very useful and informative workshops with pupils from local primary and secondary schools. As such full consideration of such interests will be at the forefront of the City Village aims and objectives and will be addressed again through similar school and community based exercises during the proposed public/stakeholder consultation, masterplanning and planning application stages of the process.

**7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

There are no issues arising from the Privacy Impact Assessment.

**8. NOT FOR PUBLICATION DOCUMENTS**

None.

**9. OPTIONS**

**9.1 The Project Options are:**

- (i) To do nothing and dispose of the identified parcels of Council land on the open market – accepting this option is likely to result in the area earmarked for the City Village scheme continuing to perform as an outdated, retail led secondary and under-used part of the City Centre with its current decline continuing over coming years. Whilst the sale of the assets concerned could produce a capital receipt it is unlikely to be anything but a relatively low figure due to the abnormal costs associated with demolishing the exist, remediating and preparing the large sites involved. In addition, such a piecemeal approach is unlikely to result in the comprehensive regeneration plans proposed by the City Village scheme and failing to deliver the transformation change that the City Centre requires. The Council would also be limited in its ability to control the quality and timing of redevelopment, with little over and above standard planning regulation being able to be used.
- (ii) Proceed with the scheme as planned but use a competitive procedure to procure a preferred development partner. A competitive procurement would provide the Council with the reassurance that value for money has been achieved. However, it would add additional time, costs and potentially risks associated with the competitive process. Moreover, the benefits of value for money are balanced by the fact that under the Pagabo framework the developer’s profit rates have already been competitively tendered Whilst such an approach would be workable it is considered that a procurement compliant direct appointment of the developer

would provide the Council with a partner of the highest quality, a track record of delivering major regeneration projects with Local Authority partners and with close associations with key funding partners.

- (iii) Proceed with the proposed direct appointment of the preferred developer through the Pagabo framework which will secure the services of the ideal partner within a shortest possible timeframe that will help to keep the City Village project on a programme to begin the building of new homes by 2024/5. The mechanism for procurement would be in two stages with the first stage being focused on finalisation of the masterplan and funding strategy, and the second stage being a development agreement, with the latter being subject to the caveat that a mutually acceptable solution is identified and appropriate commercial terms agreed. This will provide safeguards to ensure that the optimum solution is identified offering value for money for the Council.

## **10. RECOMMENDATIONS**

That Executive Members:

- (i) approve the strategic regeneration concept, objectives and proposals to create a new 'City Village' at the heart of Bradford City Centre,
- (ii) authorise the Strategic Director of Place, in conjunction with the Strategic Director of Corporate Resources to proceed with the appointment of preferred developer under the Pagabo framework as the Council's preferred Development Partner for the Stage 1 Pre Development Services Agreement.
- (iii) Request the Strategic Director of Place to provide a further report in due course to the Executive with a project update, delivery plan and funding proposals and if recommended to request Members' approval to progress to the Stage 2 delivery elements of the Scheme.

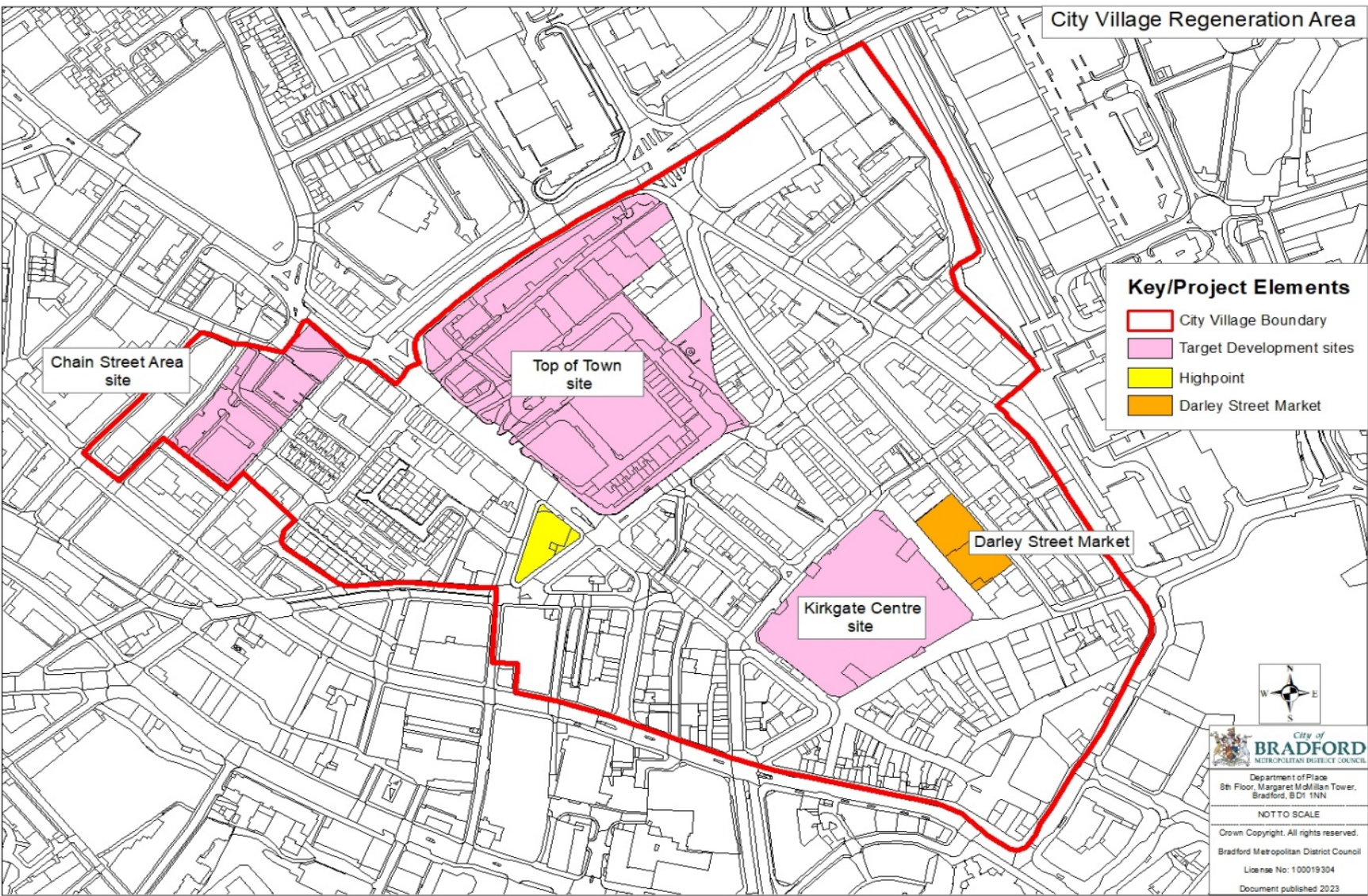
## **11. BACKGROUND CODUMENTS**

**None**



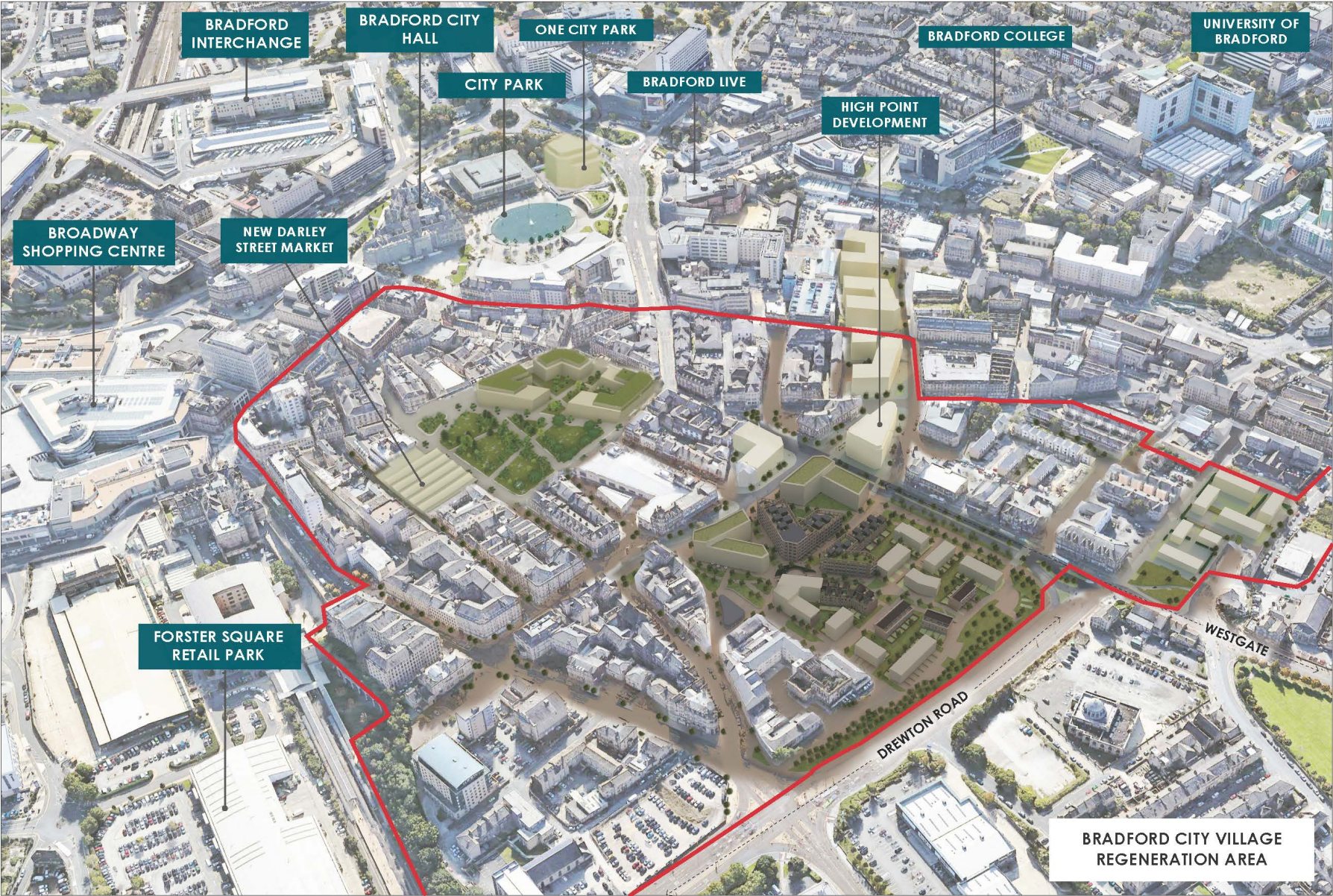
APPENDICES

Appendix 1. - The Proposed City Village Regeneration Area





Proposed City Village Regeneration Area – Indicative Developments



BRADFORD CITY VILLAGE  
REGENERATION AREA







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