

Welcome Address & Context

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City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Bradford in Context

Challenges

- Fighting to maintain a service in the face of reducing council budgets and recent 'mild' winters.
- Implementing budget decisions vs. the 'political memory' of the organisation.
- Increasing demands from residents (and members).
- Cross Boundary co-operation and planning.

Opportunities

- Post winter season review.
- Thinking outside the box – The “People can...” approach.
- How can technology help or hinder the delivery of the service?
- Do we need to think again about how we deliver our service?

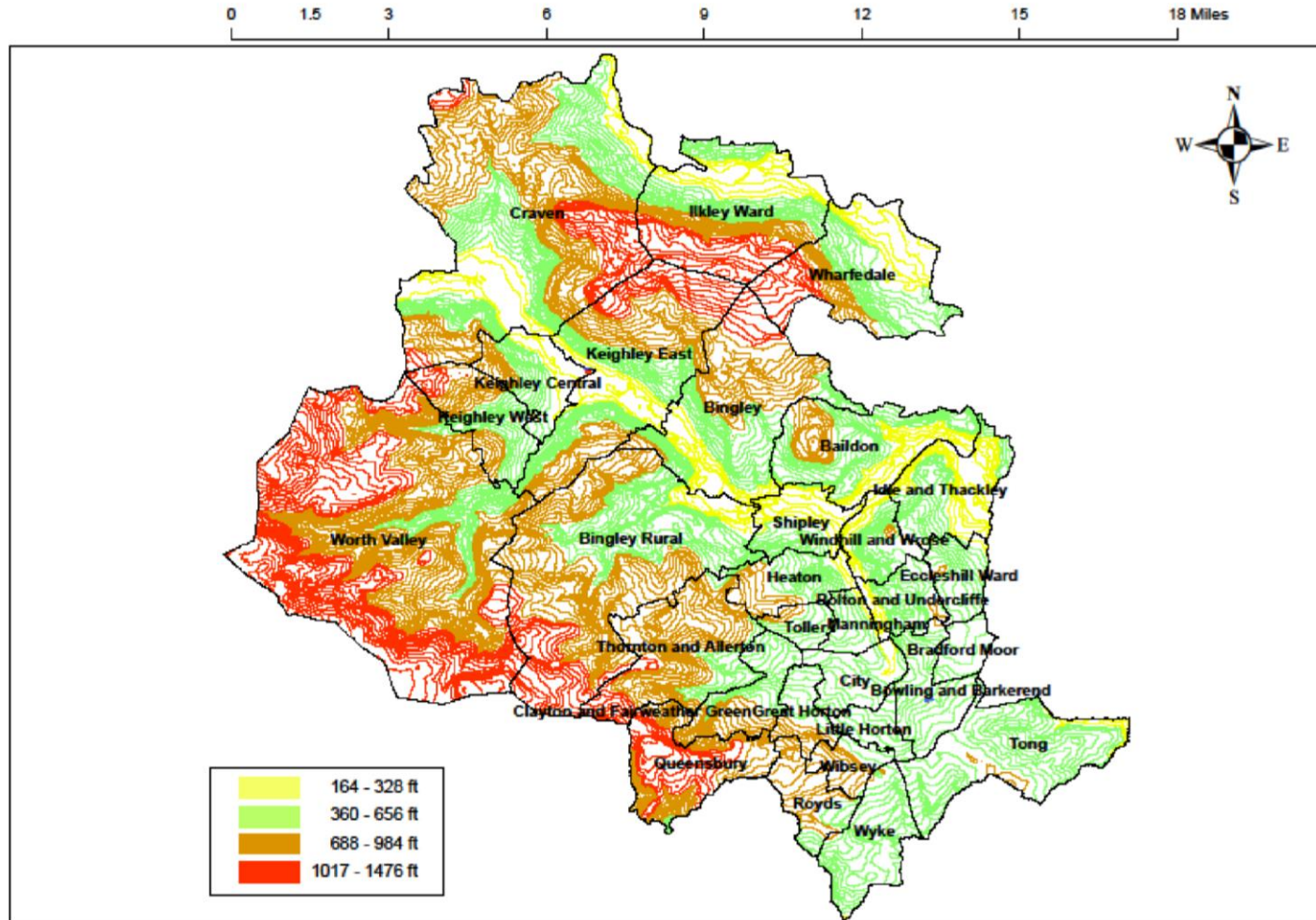


Bradford in Context

- Population of Bradford is over 500,000 with up to 50% living at 600ft+ above sea level.
- We have 26 Gritting routes; 7 dedicated Footway routes and significant plant resources tasked to the service which operates from 4 depots.
- Salt is stored in 5 locations across the district with a maximum stock capacity of 28,500 tonnes; 25% of this is covered.
- We have over 500 grit bins on the highway network, the majority of these are in the Keighley and Shipley constituencies.
- There are 532 ploughing routes.
- Since 2011 the Winter Service has been facing continuous budget pressures.
- In 2016/17 total spend on gritting was £973k; £140k on Footways only. We treated 632 miles of our roads representing 50% of the network. This was down from 712 miles in the previous year (62%).



Bradford in Context



Bradford in Context

- | | |
|-------------------|--------------------|
| 1 Haworth | 14 Bingley |
| 2 Oxenhope | 15 Keighley Centre |
| 3 Denholme | 16 Steeton |
| 4 Queensbury | 17 Silsden |
| 5 Clayton | 18 Silsden Moor |
| 6 Halifax Road | 19 Addingham |
| 7 Odsal | 20 Ilkley |
| 8 Bfd City Centre | 21 Burley |
| 9 Undercliffe | 22 Menston |
| 10 Greengates | 23 Ilkley Moor |
| 11 Thackley | |
| 12 Shipley | |
| 13 Lower Baildon | |

Bradford District Elevation Profile



Resilience since 2009

- Salt stocks – 26,000 tonnes.
- New fleet investment – move away from dedicated gritters to multi-function units.
- Installation of fleet Trackers and Calibration.
- Bradford Winter Service Plan.
- Developing Social Media skills.
- Severe Weather Resilience contracts with local contractors.
- West Yorkshire collaboration.
- West Yorkshire Winter Service Plan.
- Improved Weather Information.
- APSE Meetings sharing information / innovation.



Resilience since 2009

- Road temperature sensors.
- Thermal mapping.
- Bosch Cameras on Bradford Network.
- Linking to UTMC wireless communications network / cameras.



Recent History of Gritting in Bradford

Year	Number of Gritting Runs	Total tonnage of salt used
2009-10	106	21,000 tonnes
2010-11	85	13,300 tonnes
2011-12	73	12,500 tonnes
2012-13	117	22,000 tonnes
2013-14	45	6,300 tonnes
2014-15	68	14,800 tonnes
2015-16	36	7,700 tonnes
2016-17	40	6,942 tonnes



Dealing with Reducing Budgets

2015 Budget setting process:

- Proposals developed between October and December 2015 for a 2 year budget (2016/17 to 2017/18) by officers in conjunction with Portfolio Holders.
- Member's questioned spending on winter maintenance.
- Initial budget proposal presented to Executive in December 2015 to start consultation with community through to end of January 2016.
- Equalities Impact Assessments undertaken highlighting **High Impact** to protected characteristic groups.
- February 2016, budget presented to, and approved, by Full Council including reduction in routes proposal as limited objections were received.



Dealing with Reducing Budgets

Proposals for Winter Service:

2016-17 Budget Saving Proposal

- Reduce length of treatment from **62%** to **50%**.
- Saving of £70,000.
- The route reduction would allow a reduction in gritting fleet by 3 gritters saving fuel, labour and salt.

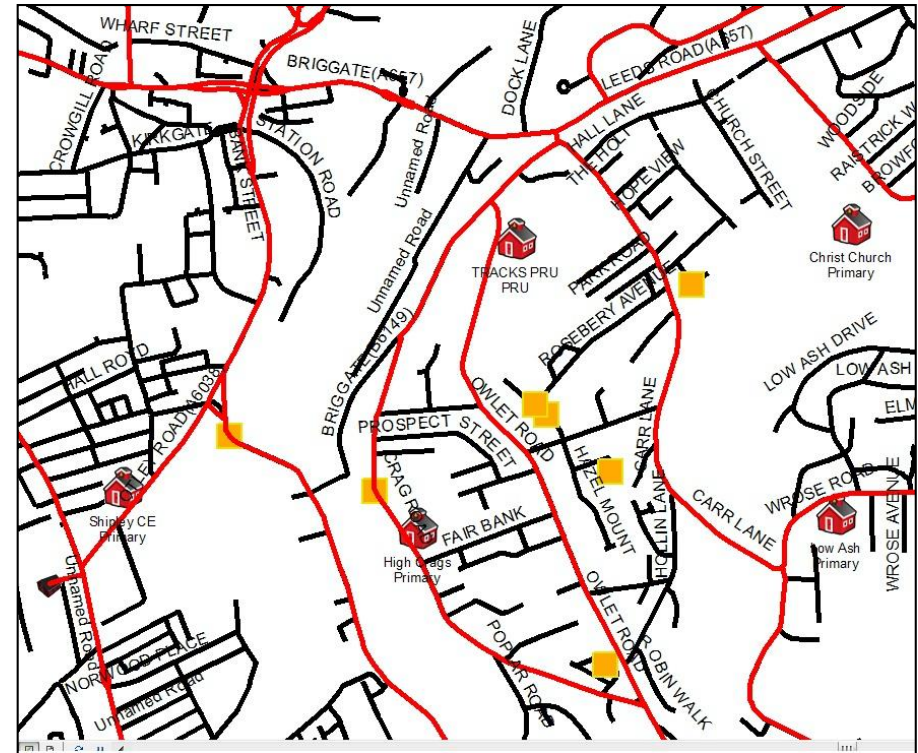
2017-18 Budget Saving Proposal

- Reduce length of treatment from **50%** to **42%**.
- Saving £40,000



2016/17 Season – Approach to Reducing Routes

- Appendix 'H' – Risk Management approach removed some rural roads and flat roads from network.
- Plotted existing routes and checked against key service need criteria including:
 - Hospitals;
 - Bus routes;
 - Schools;
 - Transport interchanges;
 - Public buildings; and
 - Steep hills.
- Used RouteSmart software.



Implementing the Changes

- In winter 2016/17 we reduced the length of network to 50%.
- Conditions in Bradford were 'mild' only three periods of major accumulations.
- Parish Councillors, Ward Councillors and MPs made phone "red hot" with complaints.
- Handling local media campaign diverted staff from delivering the service
- Emergency 'top up' of budget of £25,000 to reinstate routes.

The screenshot shows a news article from the Telegraph & Argus website. The article is dated 17th January and is titled "Anger at reduction in gritting in Bradford district". The author is David Jagger, a T&A Reporter. The article features a photograph of a yellow JCB telehandler. Below the photo is a "Reader vote" section with a bar chart showing 9% for "Yes" and 91% for "No". The article text states that Bradford Council has been criticised for cutting back on road gritting after snow and ice caused chaos on the roads. It mentions that following cutbacks, the amount of roads gritted has fallen to 50 per cent, from 60 per cent last year. Gritting now takes place on 626 miles of Bradford's roads, rather than on 712 miles in the previous year, saving the Council £71,000. The article also includes a "Most commented" list on the right side of the page.

17th January

Anger at reduction in gritting in Bradford district

David Jagger [@DavidJ_TandA](#)
T&A Reporter

(3) View gallery

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BRADFORD Council has been criticised for cutting back on road gritting after snow and ice caused chaos on the roads.

Following cutbacks the amount of the district's roads that are gritted by the Council has fallen to 50 per cent, from 60 per cent last year.

Gritting now takes place on 626 miles of Bradford's roads, rather than on 712 miles in the previous year, saving the Council £71,000.

Reader vote This poll is now closed

Is Bradford Council right to have cut back on gritting?

Yes	9%
No	91%

Total Votes: 998

The move prioritises busy roads and bus routes, but councillors have criticised the changes.

Most commented

- 1 VIDEO: Man suffers fractured skull in axe attack by group of men
- 2 Police operation under way at water activities centre
- 3 Armed robber holds up petrol station at gunpoint
- 4 Two teenagers seriously injured in early morning car crash
- 5 Country park could be closed to cars over fly-tipping fears
- 6 Man arrested on suspicion of murder
- 7 'We're looking a real team now' - McCall hails Bantams progress after repelling Rotherham barrage
- 8 Police seize 'pool' car used by burglars



2016/17 Season Review

- 2016/17 was not a significant winter season. Second lowest salt usage in last 7 years.
- Engagement with members and education of members is critical.
- Support of key stakeholders / the political memory of the organisation.
- Some schools (free-schools) missed in re-assessment of routes.
- Public didn't engage in budget process but responded to perceived reduction in service as seen in the local media.
- Negative publicity impact on staff availability.
- Emergency 'top up' of budget of £25,000 to reinstate routes.
- **What about next year?!?**



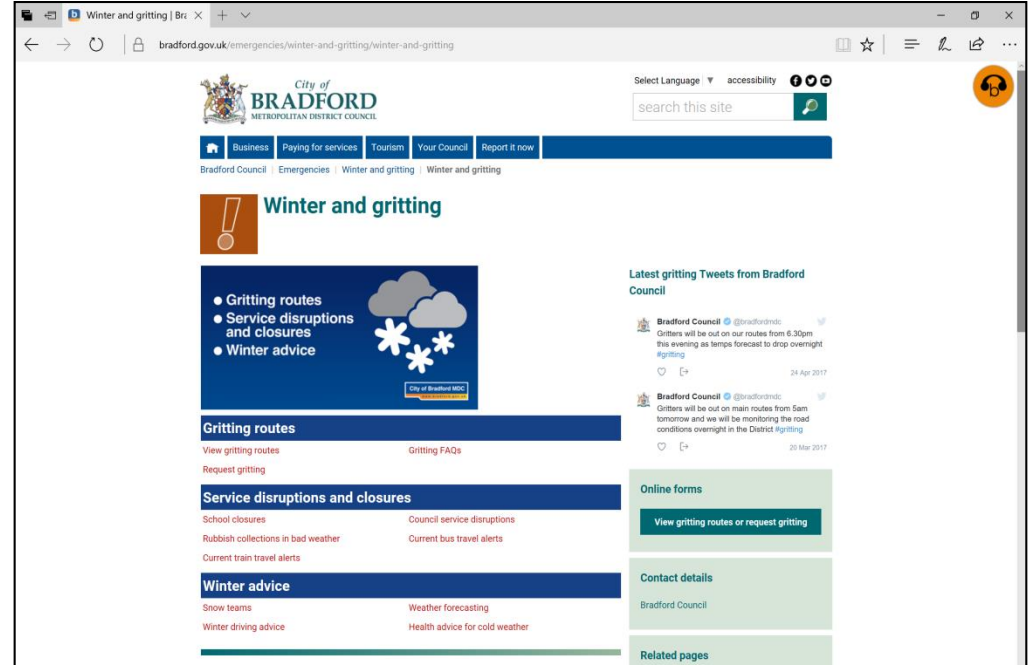
Planning for 2017/18

- Information technology & communication channels.
- “People can...”
- Identifying Service Efficiencies:
 - Looking at route efficiencies / not route reductions.
 - Reviewing plant and equipment.
 - Weather service procurement.
- Implementing a programme of education of ward and parish councillors about winter service.
- Dealing with new types of infrastructure.
- “Well Managed Highway Infrastructure” Code of Practice recommendations.

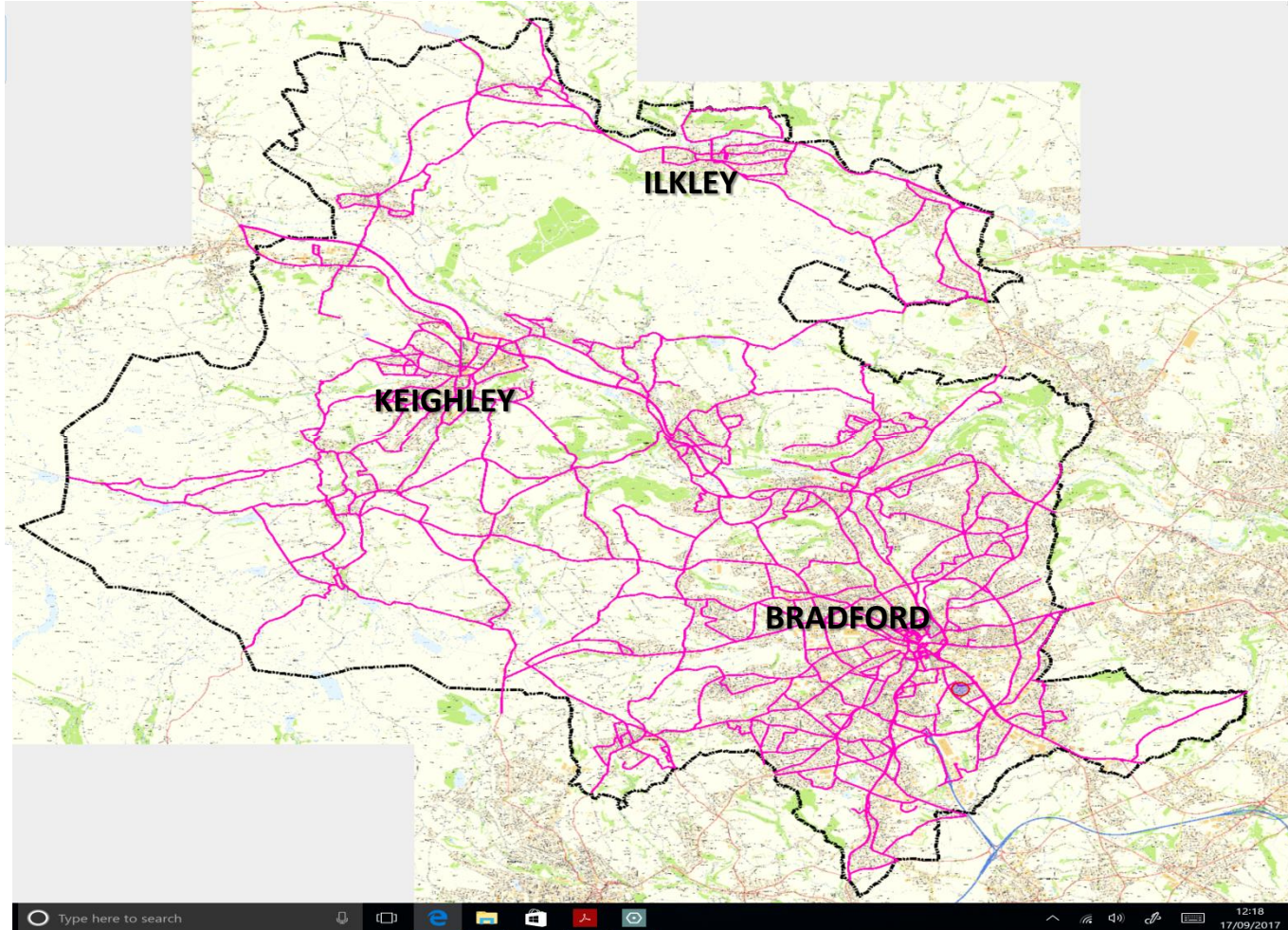


Information Technology & Communication Channels

- Website Developments.
 - *Action updates*
 - *Advice on dealing with snow*
 - *Check if you're on a gritting route*
 - *Request gritting*
- Social Media & Bradford App.
 - *Making information available on a wider range of devices*
- Internet of Things (IoT) trial.
 - *Improving 'localised' weather monitoring.*



Use of Technology & Communication



“People can....”

- In December 2010 a group of community volunteers in Saltaire forms into a ‘snow clearing team’ on an informal basis.
- In 2011 pilot scheme introduced ‘Snow Team’ to district under community self-help initiative. The scheme supplements the Council’s winter service provision.
- Teams are provided snow shovels and rock salt to spread on roads and paths.
- Since the pilot in 2011, 70 groups have so far been provided with resources.
- **“People can...”** initiative builds on this work, and includes teams set up in response to 2015/16 floods.
- Co-ordinated through the Area Co-ordinator’s offices.
- Estimated that 50% of those signed up to the scheme also volunteer for other projects and schemes in their community.



Service Efficiencies

- Maximising plant utilisation through multi-function rather than dedicated equipment.
- Options for Hire vs. Own.
- Specialist plant requirements for new infrastructure?
- West Yorkshire Joint Winter Bureau & Maintenance contract procurement saving £9k in its first year.
- Looking at wider market for winter service to explore income generation (e.g. Airedale hospital).



Managing Expectations.

- Programme of engagement with Parish and Ward Councillors implemented since May 2017.
 - Concentrating on dealing with misconceptions about how to treat snow rather than why certain streets are not treated.
 - Demonstrating Information channels which exist.
 - “Selling” the idea of ‘People Can...’

