



# **Report of the Director of Finance and the Assistant Director of Policy, Programmes & Change to the meeting of the Executive to be held on 4 November 2014.**

## **Subject:**

### **Mid Year Finance and Performance Report 2014-15**

#### **Summary statement:**

The primary purpose of this report is to give Members insight into the Council's financial and department performance halfway through the year. It considers how performance is affecting the mid year financial position and likewise whether the forecasted financial result is having an impact on service delivery.

It sets out current spend against both revenue and capital budgets and forecasts the expected position at the year end. The risks in delivering the 2014-15 saving and investment proposals are identified together with any recurring pressures which will impact on future Budget decisions. It also assesses the level of Council Reserves and School Balances at the half-year point.

An update on the Corporate Indicator Set is included together with a detailed commentary on those Corporate Indicators that at the mid year are underperforming.

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#### **Portfolio:**

#### **Leader & Strategic Regeneration**

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#### **Corporate**

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## **1. SUMMARY**

The primary purpose of this report is to give Members insight into the Council's position at the midpoint of the 2014-15 financial year by integrating finance and department performance information. It considers how performance is affecting the mid year financial position and likewise whether the forecasted financial result is having an impact on service delivery.

It sets out current spend against both revenue and capital budgets and forecasts the expected position at the year end. The risks in delivering the 2014-15 saving and investment proposals are identified together with any recurring pressures which will impact on future Budget decisions. It also assesses the level of Council Reserves and School Balances at the half-year point.

An update on the Corporate Indicator Set is included together with a detailed commentary on those Corporate Indicators that at the mid year are underperforming.

## **2. BACKGROUND**

This report is a key element of the Council's corporate performance framework, which provides assurance that the Council has control over its finances and its investments are driving the delivery of improvements to our corporate priority objectives.

This report sets out both the forecasted financial position at 31 March 2015 and how the Council is performing in 2014-15, focusing on how performance has affected the final financial result and likewise whether the financial result has had an impact on service delivery.

## **3. MAIN MESSAGES**

### **a. Finance**

Based on 30 September 2014 projection, the Council is forecasting that spend will be £1.8m less than the approved budget of £420.6m. This is a net change of £1.1m on the £0.7m reported in the First Quarter Report.

The movement in the forecast is the result of

- revised forecasts for two complex and significant budgets within Revenues and Benefits, net housing benefits paid and enforcement income. The actions that Bradford citizens take, including changes to their circumstances, which drive activity, cost and income is difficult for the Revenue and Benefits function to control
- increased planned underspends in support service functions as services take action to address further potential budget reductions in 2015-16 and beyond
- an emerging pressure on the waste disposal budget linked to a rise in the total amount of waste required to be disposed of in the District.

It is forecast that £1.9m, (6% of the approved £31.2m 2014-15 savings) will not be delivered. The two main factors contributing to this position are: waste disposal costs not decreasing as planned; and a delay in agreeing a joint policy with Health to review all current support plans for clients in receipt of free Section 117 after care. Failure to deliver savings as planned has contributed to the forecasted overspend position reported in Adult Services and Environment and Sport.

There is a risk that the additional resources invested in Adult Service and Leisure Services as part of the 2014-15 budget are insufficient to meet the recurring pressures faced by these two services. Unless the pressures are managed out they will have to be dealt with in future budget decisions. Tackling the rising cost of social care remains the primary threat to the Council's financial choices.

Early indications are that £3.0m budget allocated for specific projects in Regeneration and Culture will now be spent in 2015-16.

The forecast assumes that the Council's general £1.5m contingency budget will be fully utilised.

The Council's revised 2014-15 Capital Investment Plan is £127m. Spend to the end of September stands at £45.3m compared to a profiled budget of £50.7m.

As planned, unallocated reserves remain at £30.3m. In the first half of the year, a net £24.5m of reserves has been transferred back into service budgets to be spent as planned.

#### **b. Corporate indicators and productivity measures**

Of the 14 indicators that can be reported at this time, 5 are on target (green), 4 are within the standard variance of 5% (amber) and 5 are below target (red).

The trend is available for 13 of the 14 reportable indicators. Of these indicators, 9 demonstrate improving performance and 4 demonstrate decreasing performance at the mid year point. This pattern broadly follows a similar pattern to last year.

The underperforming indicators are:

- The effectiveness of re-ablement
- Greenhouse gas emissions from Council operations
- Percentage of schools where leadership is judged to be good or better
- Initial child protection case conferences held within 15 working days of the start of the s.47 enquiries
- The average number of working days lost per employee due to sickness absence in Bradford Council (both including and excluding schools)

Since the Annual outturn report to Executive in June, performance information has been received for 3 of the 4 corporate indicators that were outstanding from year end and two of these achieved their targets.

These figures broadly reflect the same position as last year's mid-year position year, a comparison which needs to be viewed in the context of the current resource climate. Looking ahead, future performance is at risk from a range of adverse factors that vary from service to service and which are covered in more detail in the report.

#### **4. OTHER CONSIDERATIONS**

None

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

The report is a financial and resource appraisal.

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

None

#### **7. LEGAL APPRAISAL**

There are no significant legal issues arising from this report. The proposed arrangements for reporting performance are in line with the Government's expectations regarding self-regulation which the Council will continue to monitor.

#### **8. OTHER IMPLICATIONS**

##### **8.1 EQUALITY & DIVERSITY**

Equality Impact Assessment is undertaken as part of the annual budget setting decision process.

## **8.2 SUSTAINABILITY IMPLICATIONS**

None specific

## **8.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None specific

## **8.4 COMMUNITY SAFETY IMPLICATIONS**

None specific

## **8.5 HUMAN RIGHTS ACT**

None specific

## **8.6 TRADE UNION**

None specific

## **8.7 WARD IMPLICATIONS**

None specific

## **9. NOT FOR PUBLICATION DOCUMENTS**

None

## **10. OPTIONS**

None

## **11. RECOMMENDATIONS**

The Executive is recommended to:-

- 11.1 Note the financial position of the Council reported at the midyear point of 30 September 2014.
- 11.2 Endorse continuing action by Strategic Directors to make recurrent and non recurrent savings against approved plans in recognition of financial pressures in future years.
- 11.3 In view of the budget deficit yet to be closed for future years, endorse the forecast aggregate outturn as a positive result in reducing the medium term risks to the Council's financial stability.
- 11.4 Endorse the actions to address the identified areas of underperformance in Appendix 1, annex 3.
- 11.5 Implement the revised Highways fess according to the schedule at Annex 6.

## **12. APPENDICES**

Appendix 1 Mid Year Finance and Performance Report 2014-15

## **13. BACKGROUND DOCUMENTS**

- Annual Finance and Performance Outturn Report 2013-14 Executive Report 24 June 2014 Document B
- Medium Term Financial Strategy 2015-17 to 2017-18 and Beyond Executive Report 22 July 2014 Document H
- First Quarter Financial Position Statement for 2014-15 Executive Report 22 July 2014 Document I
- Council Budget Report 20 February 2014

# **City of Bradford Metropolitan District Council**

## **Mid Year Finance and Performance Report**

**2014-15**

**City of Bradford Metropolitan District Council's Mid Year Finance and Performance Report**

**1 EXECUTIVE SUMMARY**

**2 COUNCIL REVENUE FORECAST**

**3 DEPARTMENTAL COMMENTARIES**

**Services to the Public & Businesses**

- 3.1 ADULTS AND COMMUNITY SERVICES
- 3.2 CHILDREN'S SERVICES
- 3.3 ENVIRONMENT AND SPORT
- 3.4 PUBLIC HEALTH
- 3.5 REGENERATION AND CULTURE

**Support Services and Non-Service**

- 3.6 CHIEF EXECUTIVE
- 3.7 CITY SOLICITOR
- 3.8 FINANCE
- 3.9 HUMAN RESOURCES
- 3.10 PROPERTY PROGRAMME
- 3.11 NON-SERVICE AND CENTRAL BUDGET

**4 BALANCE SHEET**

**5 CAPITAL**

**Annex 1 – Capital Investment Plan**

**Annex 2 – Corporate Indicators – 2014-15 MIDYEAR outturn**

**Annex 3 – Commentary of underperforming corporate indicators**

**Annex 4 - Reserves Statement as at 30 September 2014**

**Annex 5 - Departmental Earmarked Reserves Statement as at 30 September 2014**

**Annex 6 – Highway Fees**

## **1. EXECUTIVE SUMMARY**

### **a. Finance**

Based on 30 September 2014 projection, the Council is forecasting that spend will be £1.8m less than the approved budget of £420.6m. This is a net change of £1.1m on the £0.7m reported in the First Quarter Report.

The movement in the forecast is the result of

- revised forecasts for two complex and significant budgets within Revenues and Benefits, net housing benefits paid and enforcement income. The actions that Bradford citizens take, including changes to their circumstances, which drive activity, cost and income is difficult for the Revenue and Benefits function to control
- increased planned underspends in support service functions as services take action to address further potential budget reductions in 2015-16 and beyond
- an emerging pressure on the waste disposal budget linked to a rise in the total amount of waste required to be disposed of in the District.

It is forecast that £1.9m, (6% of the approved £31.2m 2014-15 savings) will not be delivered. The two main factors contributing to this position are: waste disposal costs not decreasing as planned; and a delay in agreeing a joint policy with Health to review all current support plans for clients in receipt of free Section 117 after care. Failure to deliver savings as planned has contributed to the forecasted overspend position reported in Adult Services and Environment and Sport.

There is a risk that the additional resources invested in Adult Service and Leisure Services as part of the 2014-15 budget are insufficient to meet the recurring pressures faced by these two services. Unless the pressures are managed out they will have to be dealt with in future budget decisions tackling the rising cost of social care remains the primary threat to the Council's financial choices.

Early indications are that £3.0m budget allocated for specific projects in Regeneration and Culture will now be spent in 2015-16.

The forecast assumes that the Council's general £1.5m contingency budget will be fully utilised.

The Council's revised 2014-15 Capital Investment Plan is £127m. Spend to the end of September stands at £45.3m compared to a profiled budget of £50.7m.

As planned, unallocated reserves remain at £30.3m. In the first half of the year, a net £24.5m of reserves has been transferred back into service budgets to be spent as planned.

### **b. Corporate indicators and productivity measures**

The recently revised corporate indicator set was agreed at Executive on 24<sup>th</sup> June 2014. It is a wide range of headline indicators that track performance against corporate priority areas and is complemented by a new suite of productivity measures that track internal effectiveness and service related activity.

Targets have been set for 2014/15 for all but one of the corporate indicators. The exception is *the percentage of pupils achieving a level 3 qualification by the age of 19* which is currently under consideration.

Depending on their data source, indicators can be reported monthly, quarterly, termly, half yearly or annually. Due to the timing of this report actual performance can therefore only be reported for 14 of the indicators.

Of the 14 reportable indicators, 5 are on target (green), 4 are within the standard variance of 5% (amber) and 5 are below target (red).

Values for these indicators are shown in Annex 2 while detailed exception reports for the underperforming indicators are included in Annex 3.

The in-year trend (i.e. whether performance is better or worse compared with the same period last year) can only be shown where an indicator has performance data over two years. On this occasion the trend is available for 13 of the 14 reportable indicators. Of these indicators, 9 demonstrate improving performance and 4 demonstrate decreasing performance at the mid year point. This pattern broadly follows a similar pattern to last year. One is a new measure (debtor days excluding housing benefits overpayments) therefore there is no trend data yet.

Since the Annual Outturn report to Executive in June, performance information has been received for 3 of the 4 corporate indicators that were outstanding from year end. These are included in Annex 2 and a summary update provided below to present a complete picture. The reason for the delay was that the data is provided or validated externally from the Council and is subject to time lags:

- *Increase in overall employment rate for whole working population* has met the target and at 66.3% has improved on the previous year to compare favourably with Yorkshire and Humber and UK average rates of growth. A particular feature has been the rise in self employment.
- *Increase in overall employment rate broken down for 16-24 year old*' has exceeded target and at 44.2% again compares favourably with recent growth trends in Yorkshire and Humber, although this is still below the UK and regional averages. The Council is, with partners, actively promoting apprenticeships to both young people and employers via the Apprenticeship Hub and the Apprenticeship Training Agency.
- *Greenhouse gas emissions from Council operations* at 84,789 tonnes and with a 4.1% reduction on 2012/13 is a positive trend and good news, but as this is below target an exception report can be found at Annex 3.

The remaining outstanding indicator from year end is due to report in late October (*Proportion of working age population qualified to Level 3*).

These figures broadly reflect the same position as last year's mid-year position year, a comparison which needs to be viewed in the context of the current resource climate. Looking ahead, future performance is at risk from a range of adverse factors that vary from service to service and which are covered in more detail in the report.

The corporate indicator set will be kept under review to ensure that it helps support effective decision making. The key for all the performance charts included in this report is:

- |  |  |
|--|--|
| On target                              |  |
| Within variance                        |  |
| Below target (or outside target range) |  |



## 2. COUNCIL REVENUE FORECAST

### 2014-15 Revenue Budget

The Council's approved net revenue budget for 2014-15 is £420.6m. For spending to stay within budget, savings of £26.0m must be delivered in service and non service budgets and a £5.2m reduction is required in borrowing costs. The budget also provides for £2.5m of one off priority investment, of which £2.3 m is by Regeneration and Culture.

## 2.1 2014-15 Revenue Forecast as at 30 September 2014

**Table 1**

	Gross expenditure			Income			Net expenditure		
	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m	Budget £m	Forecast £m	Variance £m
<b>Services to the public &amp; businesses</b>									
Adult & Community Services	156.1	157.9	1.8	27.9	27.2	0.7	128.2	130.7	2.5
Children's Services	598.1	598.4	0.3	506.9	507.8	-0.9	91.2	90.6	-0.6
Environment & Sport	75.9	76.0	0.1	35.8	35.3	0.5	40.1	40.7	0.6
Public Health	35.9	36.2	0.3	35.5	35.8	-0.3	0.4	0.4	0.0
Regeneration & Culture	109.8	108.5	-1.3	60.0	62.0	-2.0	49.8	46.5	-3.3
Revenues & Benefits	191.2	190.7	-0.5	189.3	190.4	-1.1	1.9	0.3	-1.6
<b>Total services to the public &amp; businesses</b>	<b>1,167.0</b>	<b>1,167.7</b>	<b>0.7</b>	<b>855.4</b>	<b>858.5</b>	<b>-3.1</b>	<b>311.6</b>	<b>309.2</b>	<b>-2.4</b>
<b>Support services and non service</b>									
Property programme	1.1	1.1	0.0	0.1	0.1	0.0	1.0	1.0	0.0
Chief Executive	5.4	5.2	-0.2	0.1	0.2	-0.1	5.3	5.0	-0.3
City Solicitor	8.3	8.1	-0.2	2.1	1.9	0.2	6.2	6.2	0.0
Human Resources	15.7	15.5	-0.2	2.0	2.2	-0.2	13.7	13.3	-0.4
Finance (Excluding Revenues & Benefits)	27.1	27.2	0.1	1.1	1.4	-0.3	26.0	25.8	-0.2
Non Service Budgets	7.1	6.8	-0.3	1.5	1.7	-0.2	5.6	5.1	-0.5
<b>Total support services and non service</b>	<b>64.7</b>	<b>63.9</b>	<b>-0.8</b>	<b>6.9</b>	<b>7.5</b>	<b>-0.6</b>	<b>57.8</b>	<b>56.4</b>	<b>-1.4</b>
Central Budgets & Net Transfers To Reserves	62.5	61.5	-1.0	11.3	11.3	0.0	51.2	50.2	-1.0
<b>Total Council spend before delayed activity</b>	<b>1,294.2</b>	<b>1,293.1</b>	<b>-1.1</b>	<b>873.6</b>	<b>877.3</b>	<b>-3.7</b>	<b>420.6</b>	<b>415.8</b>	<b>-4.8</b>
<b>Delayed activity ( See Table 2)</b>									<b>3.0</b>
<b>Total Council budget surplus in 2014-15</b>									<b>-1.8</b>

**Table 2 – Expenditure to take place in 2015-16**

Deferred Activity	£m	£m
<b>Regeneration &amp; Culture</b>		
Economic Development – European Structural Investment Funded Projects		0.6
Employment and Skills – Routes into Work		1.0
Employment and Skills – Advanced Skills Fund		1.2
Planning – Local Development Plan		0.2
<b>Total expenditure to take place in 2015-16</b>		<b>3.0</b>

## 2.2 Saving and Investment tracking

At the Mid Year point it is forecast that £1.9m, (6% of the approved £31.2m 2014-15 savings) will not be delivered. This deterioration on the position reported at Quarter 1 (£0.4m not achieved) is in the main the result of: waste disposal costs not decreasing as planned; and a delay in agreeing a joint policy with Health to review all current support plans for clients in receipt of free after care under Section 117 of the Mental Health 1983 Act.

Table 3 shows the variance by Department of planned savings and non recurrent investment and the variance against the plan and Table 4 the individual saving proposals that will not be fully delivered. Further explanations of the variances are set out in the Service Commentaries.

The £1.0m of investment within Regeneration and Culture that will not be delivered in 2014-15 relates to Routes into Work. Section explains 3.5b explains why it is proposed that this expenditure be deferred into 2015-16.

**Table 3 – Saving and Investment Tracker**

Service	Savings	Forecasted Variance	Investment	Forecasted Variance
Adult & Community Services	7.5	-0.9	0.0	0.0
Children Services	6.2	-0.3	0.1	0.0
Environment & Sport	2.6	-0.5	0.1	0.0
Regeneration & Culture	2.9	-0.1	2.3	-1.0
Director of Finance	1.9	-0.1	0.0	0.0
City Solicitor	0.1	0.0	0.0	0.0
Chief Executives Office	0.9	0.0	0.0	0.0
Director of Human Resources	0.4	0.0	0.0	0.0
Non Service Budgets and cross cutting	3.5	0.0	0.0	0.0
Capital financing – borrowing costs	5.2	0.0	0.0	0.0
<b>Total</b>	<b>31.2</b>	<b>-1.9</b>	<b>2.5</b>	<b>-1.0</b>

The failure to deliver the planned 2014-15 savings in Adults £0.9m and Environment and Sport £0.5m are contributory factors to both Services forecasted overspends. In other services where the non achievement of savings is much smaller, the impact in 2014-15 has been mitigated through not filling vacancies and controlling non pay spend.

The £0.5m saving dependent on reduced waste disposal costs and the £0.5m saving linked to free Section 117 after care, will create, unless managed out, a pressure that will have to be dealt with in future budgets. All other 2014-15 savings are forecast to be delivered in full in subsequent years.

**Table 4- Savings that will not be fully delivered**

Budget Ref	Saving Description	Full year saving £'000	Forecasted full year saving £'000	Variance £'000
A8	Pool funds with Clinical Commissioning Groups (CCG) to reduce the cost to the Council of people in receipt of free after care under Section 117 of the Mental Health 1983 Act.	750	220	-530
A13	Commissioned Services – implement a range of reviews to identify efficiencies and decommission selected services	363	163	-200
A14	Direct payments – increase the number of people with personal budgets delivering efficiencies through more local and direct purchasing.	578	386	-192
A16	Interpreting Service – streamline the Service and take out administration costs	48	36	-12
<b>Total Adult and Community Services</b>		<b>1,739</b>	<b>805</b>	<b>-934</b>
C6	Health and Well Being Team - Increase income generation and utilisation of health funding.	196	106	-90
C12	Increasing trading activity with schools curriculum ICT	25	15	-10
C15	School Organisation and Place Planning Team – review work provided by the service and deliver management efficiencies	109	78	-31
C29	Changes to transport provision agreed by Executive in April 2013	435	331	-104
C38	Efficiencies in Connexions Service contract.	100	85	-15
C39	Efficiencies within the Deputy Director Service area	71	53	-18
<b>Total Children's Services</b>		<b>936</b>	<b>668</b>	<b>-268</b>
R27	Create a single capital team	100	0	-100
<b>Total Regeneration and Culture</b>		<b>100</b>	<b>0</b>	<b>-100</b>
E3	Actions/policies on residual waste, recycling and garden waste collections to result in an overall reduction in the amount of waste for disposal.	485	0	-485
E15	Re-focus sports services work to areas that will bring more customers to use the Council's sports facilities	118	88	-30
<b>Total Environment and Sport</b>		<b>603</b>	<b>88</b>	<b>-515</b>
F2	Introduce crisis payments on a loan basis	225	125	-100
<b>Total Department of Finance</b>		<b>225</b>	<b>125</b>	<b>-100</b>
<b>Overall total</b>		<b>3,603</b>	<b>1,686</b>	<b>-1,917</b>

### 3. DEPARTMENT COMMENTARIES

This section details the financial and performance to date for each department. Rather than simply reporting actual expenditure against budget, the Departmental commentaries seek to match activity data to financial information in order to provide a richer picture on what the Council is getting for its money.

As this report comes at the mid point in 2014-15, we are not providing a full picture of performance and finance information, but are focusing on reporting areas where we feel either the finances or performance is deviating from the plan.

Please note that while the Revenue and Benefits Service is a front facing service, it falls under the Finance Department and so the commentary is found with the Department of Finance Commentary in Section 3.8.

#### 3.1 Adult and Community Services

##### 2014-15 Financial Forecast

	Gross spend		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Strategic Directors Office	0.3	0.3	0	0	0.3	0.3	0	-0.1
In-house Community Care Services	10.0	10.0	-5.7	-5.7	4.3	4.3	0	-0.4
Non-Residential Charges	0	0	-5.7	-5.5	-5.7	-5.5	0.2	0.4
In-house Residential at Day Care	10.3	10.0	-3.2	-3.1	7.1	6.9	-0.2	-0.6
Access, Assessment and Support	13.2	12.9	-2.0	-1.9	11.2	11.0	-0.2	-1.7
External Purchased Care	64.9	67.4	-8.6	-8.4	56.3	59.0	2.7	4.6
Other Integration and Transitions	0.5	0.1	0	0	0.5	0.1	-0.4	0.1
<b>Total</b>	<b>156.1</b>	<b>157.9</b>	<b>-27.9</b>	<b>-27.2</b>	<b>128.2</b>	<b>130.7</b>	<b>2.5</b>	<b>0.6</b>

##### Capital Investment

	Mid Year Budget £m	Mid Year Spend £m	Variance £m
Dementia Friendly Environment Pilot	0.3	0.3	0.0
Great Places to Grow Old	0.2	0.1	-0.1
BACES & HIV Schemes	0.1	0.1	0.0
<b>Total</b>	<b>0.6</b>	<b>0.5</b>	<b>-0.1</b>

##### People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	1009.06	6.66 (Aug 13)	£496,796	No data	No data
Year end 2013-14	998.95	15.22(Mar 14)	£997,121	15.2% (June 14)	10%
Mid year 2014-15	1006	5.37 (Aug 14)	£459,653	14.6%	9.72%

## Key Corporate Indicators

Code	Description	Last Update	2014/15		
			Value	Target	Status
ASCOF_2A pt1	Permanent Admissions to residential and nursing homes 18-64 per 100,000 population	August 2014	6.11	15	
ASCOF_2A pt2	Permanent Admissions to residential and nursing homes 65+ per 100,000 population	August 2014	509	654	
ASCOF_2C Pt2	Delayed transfers of care from hospital which are attributable to Adults social care	August 2014	1.55	2	
ASCOF_2E	The effectiveness of Reablement - the percentage of service users who are able to manage on their own or require reduced hours following re-ablement services (CIS_025) – <i>Exception report provided in Annex 3</i>	August 2014	47.62%	51%	

Overall an overspend of £2.5m is forecast, which is a £0.3m improvement from the first quarter forecast.

### a. Purchased Care

The Purchased Care budget remains the main area of pressure and is forecasted to overspend by £2.7m; analysed as follows:

#### Residential and Nursing Fees

Despite an extra £1m being invested by the Council in 2014-15, this budget of £38m is overspending by £0.5m. Of this £0.3m relates to Older People which is forecasting an increase of 47 clients compared to last year.

Residential and Nursing fees for people with a Learning Disability is forecast to overspend by £0.4m.

- There has been a reduction of two clients which has reduced the cost by £0.1m
- On average the cost per client has increased by £48.27 per week, to £855.20, at a total forecast cost of £0.5m. Of this, there was an increase in the number of LD clients by eleven during 2013-14 and we are now seeing the full year effect which is an increase of £0.3m. The total cost of these 11 clients is £0.8m. As the average cost of new LD clients is higher this is increasing the average unit cost of the total client base.

The above overspends are offset by an overall underspend of £0.2m relating to Physical Disabilities, Mental Health and Drugs and Alcohol fees.

#### Savings on Residential and Nursing fees for 2014-15

The saving of £0.2m is linked to renegotiating individual contracts across all client groups. In the case of relatively high cost placements, the saving will be fully achieved, mainly as a result of clients moving from Residential to Supported Living Accommodation.

In addition, of the ninety-two high cost (over £1k per week) residential and nursing placements, nineteen clients have received a reassessment. Use has been made of the Care Funding Calculator which is an assessment tool which aids transparency and value for money and can be used to negotiate fees with providers. Discussions have now started with a number of high cost providers and if successful will reduce further the cost of Residential and Nursing fees.

#### Home Support

This budget is forecast to overspend by £1.9m; of which £1.5m relates to LD clients and £0.4m to Older People.

- As part of the 2014-15 budget process, £1.3m of the demographic growth was allocated to LD home support, however current forecasts show this is insufficient by £0.2m.
- The LD home support forecast overspend includes an increase of 62 contracts which will cost an additional £1.1m. The average cost of clients is increasing due to this cohort by £11.91 to £345.64 per week compared to last year, at a cost of £0.2m.
- The Older People Home Support budget is forecasting an overspend of £0.4m which is due to a forecast increase of 800 homecare hours per week from the 2013-14 total average hours of 13,424. Work has been undertaken to identify variations to contract payments against planned care. Any variations over one week to contracts will need care professional approval in the future. Adult Services budgets will see a reduction in costs as a result of this work.

## **Direct payments**

There are 530 people receiving a direct payment on a budget of £4.8m.

Direct payments are forecast to overspend by £0.6m; of this £0.4m is due to a forecasted increase of 18 new clients, coupled with a forecast increase of £1.45 in the average cost per week. Of the 18, 14 are new LD clients who have chosen to receive a direct payment for their care.

At the same time we are forecasting that £0.2m of the £0.6m saving linked to increasing the number of people with personal budgets (from direct care provision) and auditing direct payments made to service users and to claw back any unused funds will not be achieved.

## **Learning Disabilities Day Care**

This service is overspending by £0.4m. While the number of contracts is the same as 2013-14 (235) the overspend is a result of an increase in the average cost per contract per week of £40.50 to £123.68 per week. Work is on-going to understand this increase in relation to the capacity of the Learning Disabilities day care block contract. This area is to be reviewed with additional savings anticipated as a result of the review.

## **Mental Health Act S117 costs**

The saving of £0.5m linked to costs with clients with S117 Mental Health Needs is currently forecast not to be achieved. However, a joint policy has now been agreed with Health, and will be used as a basis to review all current support plans for S117 clients, and for all new aftercare planning (which includes people with mental illness of working age, older people and people with learning disabilities).

## **Other Purchased care**

At the 31 March 2015 it has been assumed that the full £1.2m held centrally to manage the cost of purchased care will be fully utilised, leaving an overall pressure of £2.7m on purchase care budgets.

To address the on-going pressure the department has recruited staff (using reserves) to undertake reviews across all client groups. These teams have been operational from September 2014 and will begin to impact on controlling and reducing costs across all areas of Purchased Care. Lists have now been drawn up which identify high cost placements. As reviews of need take place over the next two years performance monitoring will identify those high cost placements where cost reductions have taken place as a result of a review and these will be reported to the Transformation Teams.

### **b. Other pressures**

Other pressures within the Department total £1m. As a consequence of a legal decision known as

the Cheshire West judgment there are increasing numbers of individuals being assessed under the Deprivation of Liberty guidelines (£0.3m overspend). From October 2014, 80 assessments are forecasted to be carried out per month, compared to an average of 8 per month completed in 2013-14.

The Bradford and Airedale Community Equipment Service (BACES) budget is forecasted to overspend by £0.3m; of which £0.2m is related to increased expenditure on Children's equipment. The numbers of children's seating purchased to the end of September 2014 (46 new seats) is comparable to the same period in 2013-14 (43 new seats) as pieces of kit are now able to be recycled. However the service has seen a sharp increase in the number of children's bed requests, with 16 beds (costing £80k) purchased to the end of September 2014 compared to 7 beds (at a cost of £30k) in the same period in 2013-14. Expenditure on other Children's equipment (e.g. walking frames) has also increased with the forecasted spend increasing from £0.1m in 2013-14 to £0.2m in 2014-15.

Other areas of pressures include underachievement of Non-Residential income by £0.2m, linked to a previous savings target and the 2013-14 Extra Care Commissioning saving of £0.2m.

The above pressures are met by compensating savings of £1.2m across the department. There is a £1m favourable variance on staffing across the department which is as combination of management controlling recruitment by flexing vacancies to operational services needs and holding vacancies in preparation for savings in 2015-16. Further savings have been identified on commissioned day services (£0.1m) and one-off income of £0.1m through administration work carried out on behalf of external residential homes.

### 3.2 Children's Services

#### 2014-15 Financial Forecast

	Gross spend		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Strategic Director's Office	-0.3	0.2	0.0	0.0	-0.3	0.2	0.5	0.0
Access and Inclusion	61.6	61.8	2.3	2.9	59.3	58.9	-0.4	-0.7
Deputy Director Service	36.2	36.2	30.0	30.2	6.2	6.0	-0.2	-0.8
Educ & Sch Improvement	19.8	19.0	6.2	6.1	13.6	12.9	-0.7	-1.4
Specialist Services	69.1	69.5	6.0	6.2	63.1	63.3	0.2	0.1
Schools (inc Grants)	411.7	411.7	462.4	462.4	-50.7	-50.7	0.0	0.0
Total	<b>598.1</b>	<b>598.4</b>	<b>506.9</b>	<b>507.8</b>	<b>91.2</b>	<b>90.6</b>	<b>-0.6</b>	<b>-2.8</b>

#### Capital Investment

	Mid Year Budget £m	Mid Year Spend £m	Variance £m
Primary Schools Expansion Programme	10.5	10.5	0.0
Targeted Basic Needs	6.3	6.3	0.0
Nursery Expansion Programme	0.7	0.7	0.0
Schools and outdoor centres	4.4	4.2	-0.2
Schools Kitchen	0.4	0.4	0.0
<b>Total</b>	<b>22.3</b>	<b>22.1</b>	<b>-0.2</b>

## People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	1560.29	4.63 (Aug 13)	£777,407	No data	No data
Year end 2013-14	1585.63	11.61 (Mar 14)	£1,530,146	18.7% (Jun 14)	11%
Mid year 2014-15	1466.00	4.82 (Aug 14)	£769,747	18.4%	11.11%

## Key Corporate Indicators

Code	Description	Last Update	2014/15		
			Value	Target	Status
CIS_03 (NI116)	Proportion of children and young people living in poverty	2013/14		25.1%	Due 2015
CIS_010 (NI 73)	Percentage of pupils gaining level 4 in Reading, Writing and Maths combined (Key Stage 2)	2014/15	71.0%	75.0%	
CIS_011 (NI 75)	Percentage of pupils gaining 5 A*- C grades at GCSE or equivalent including English and Maths (key stage 4)	2013/14		59.20%	Due 2015
CIS_013 (NI 117)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) (calculated annually on the basis of the average NEET rate across the three months between November and January)	2013/14		5.2%	Due 2015
CIS_052	Percentage of schools where leadership is judged to be good or better - <i>Exception report provided in Annex 3</i>	Q1 2014/15	72%	83%	
CIS_053	Percentage of children achieving a good level of development in Early Years Foundation Stage	2013/14		52%	Due 2015
CIS_054	Raising of the Participation age (post 16)	2013/14		94.3%	Due 2015
CS_N15a	Initial Child Protection Case Conferences held within 15 working days of the start of the s.47 enquiries - <i>Exception report provided in Annex 3</i>	August 2014	35.19%	80%	

The service is currently reporting a full year underspend of £1.2m. This has been adjusted down to £0.6m, to reflect that the service is required to make a £0.55m one off contribution towards 2015-16 budget savings. This explains the variance reported in the Strategic Directors Office.

### a. Access and Inclusion

Early Childhood Services is holding various staffing vacancies across the service resulting in a forecasted favourable variance of £0.4m. The service had to reduce its 2014-15 budget by £0.65m and is required to make further savings in 2015-16 of £1.2m. The service is also required to make savings in 2015-16 of £2.4m on Children Centre budgets.

The Schools Forum provided one off support in 2014-15 and this has been applied in full to protect Children's Centres budgets in 2014-15.

The Health and Well Being Team is reporting a pressure of £0.1m as a result of not being able to achieve traded income of £0.1m. Conversely the Education Psychology service is currently on course to generate £0.1m surplus income by trading with Bradford schools. The Education Social Work service is currently forecasting a full year underspend of £0.1m due to staffing vacancies.

The Special Education Needs (SEN) transport budget of £6.8m is currently predicting a £0.1m pressure in 2014-15.

### b. Deputy Director, Commissioning and Buildings

The Education, Employment and Training team and Children Services commissioning team are

set to underspend by £0.1m due to staffing vacancies. There is a further £0.1m saving across the service on non staffing budgets.

**c. Education and School Improvement**

Staffing vacancies are forecast to deliver underspends of £0.3m in the Bradford Achievement Service and £0.1m in the School crossing patrol team. The School Organisation and Place Planning team is set to achieve an extra £0.1m income on PE and Sports from schools and the Education ICT team is on course to generate surplus income of £0.1m.

The downward trend seen in pension payments in the first half of 2014-15 is expected to lead to a favourable variance of £0.1m on the pension budget for former teachers and lecturers.

**d. Specialist Services**

Care management services is currently forecasting a £0.1m overspend on legal court costs. The service also has a pressure of £0.6m on transport cost of looked after children (LAC) but this is being managed through an underspend on staffing of £0.6m.

The number of LAC at 30 June 2014 is 907. This is an increase of 1.0% over the last year, compared to a 2% increase nationally in 2012-13 (the most recent published figure).

The number of referrals received by Specialist Services has remained at about 455 per month over the last year, compared to about 400 per month for the year before. (The total number of referrals in the year went up by approx 650 from 2012-13 to 2013-14).

While the outturn figure for the percentage of *Initial Child Protection Case Conferences held within 15 working days of the start of the s.47 enquiries* is reported as 35.19% against a corporate target of 80%, it needs to be noted that this is an annual result at August of each year (reported outturn represents the previous 12 month period). Awareness of the problem lead to an improvement project which has been running since May 2014, including provision of additional resource. Since that point in time performance on a monthly basis has steadily increased to 83.33% (monthly performance for September 2014).

The number of children who are the subject of a child protection plan has also been rising sharply since October 2012; (680 at 30 June 2014 compared to 400 in June 2013).

The Resources and Prevention support service is facing a pressure of £0.4m due to the increase in Special Guardianship Orders in the District and there is a further pressure of £0.2m on the children placed outside the district budget. The Adoption budget is currently forecasting an ongoing pressure of £0.5m, after utilising in 2014-15 £0.6m of the Adoption Reform grant to address the overall pressure within the service. Strong permanence arrangements are a contributing factor behind limiting the upward trend of LAC. There were 58 adoptions and 32 Special Guardianship Orders in the year to 30th June 2014.

The Family First programme claims submitted in 2014-15 have generated £0.3m payment by result income, with the programme drawing down £1.04m in payment by results since the start of the Family First programme. The government recently announced to extend the programme for a further 5 years from 2015-16.

The Youth Offending Team is forecasting a favourable variance of £0.1m due to staff vacancies.

### 3.3 Environment and Sport

#### 2014-15 Financial Forecast

	Gross expenditure		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Strategic Director's Office	0.3	0.3	0.0	0.0	0.3	0.3	0.0	0.0
Waste Collection and Disposal	28.0	28.7	5.4	5.4	22.6	23.3	0.7	0.3
Environmental and Regulatory	15.2	14.3	15.0	14.3	0.2	0.0	-0.2	-0.5
Neighbourhoods Service	16.2	16.3	4.5	5.2	11.7	11.1	-0.6	-0.7
Sports and Leisure	16.2	16.4	10.9	10.4	5.3	6.0	0.7	1.3
Total	75.9	76.0	35.8	35.3	40.1	40.7	0.6	0.4

#### Capital Investment

	Mid Year Budget £m	Mid Year Spend £m	Variance £m
Waste Collection and Disposal	0.8	0.6	-0.2
Replacement vehicles	4.8	4.8	0.0
Sports and Leisure	2.0	2.0	0.0
<b>Total</b>	<b>7.6</b>	<b>7.4</b>	<b>-0.0</b>

#### People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	1437.75	5.02 (Aug 13)	£1,440,530	No data	No data
Year end 2013-14	1430.08	11.44 (Mar 13)	£2,959,496	11.1% (Jun 14)	8%
Mid year 2014-15	1467.00	4.46 (Aug 14)	£1,464,865	11.4%	7.61%

#### Key Corporate Indicators

Code	Description	Last Update	2014/15		
			Value	Target	Status
CIS_016 (NI 1)	Percentage of people who agree that their local area is the place where people live together harmoniously	2013/14		71%	Due 2015
CIS_026 (NI 192)	Percentage of household waste sent for reuse, recycling and composting	June 2014	52.77%	53.00%	
CIS_027 (NI195a)	Level of street and environmental cleanliness : LITTER	July 2014	9.6	11%	
CIS_051	Percentage of residents with high negative perceptions of anti-social behaviour	2013/14		22.4%	Due 2015

Overall the service is forecast to overspend by £0.6m which is made up of overspends of £0.7m in Sports and Leisure services and £0.7m in Waste Services, partially offset by compensating savings in the other areas of Neighbourhoods (£0.6m) and Environment and Regulatory services (£0.2m). Of the £2.55m 2014-15 saving target, £1.2m of has been met from Public Health Funding, leaving the service unaffected. £0.5m of savings predicated on a reduction in the residual waste have not been achieved.

#### a. Waste Services

Waste Services is forecast to overspend by £0.7m. In setting the Council budget for 2014-15, increased funding was allocated for the expansion of the recycling collection service (£0.8m), and

a saving of £0.6m required from reducing the amount of residual waste, and increasing the income from sales of recyclable materials. The latest savings tracker shows a potential shortfall on residual waste reductions of £0.5m.

Of the overall £0.7m overspend on Waste Services, £0.5m relates to Waste Disposal costs. In 2014-15, the Council budgeted to dispose of 160,000 tonnes of residual waste (including trade waste), the same level as disposed of in 2013-14. However, latest projections estimate that the amount will be closer to 165,000 tonnes. Whilst the strategy to increase the kerbside recycling collections to take more recyclables from the waste stream is working, the overall waste being collected in the District appears to be increasing. This can be illustrated from a comparison of the tonnages collected at the mid year.

	Mid Year 2012-13	Mid Year 2013-14	Mid Year 2014-15
Tonnes of residual waste	84,859	81,924	82,942
Tonnes of recyclable at kerbside	7,041	7,408	8,546
Tonnes paper / card to sell	3,996	3,839	4,431

The savings in 2014-15 also assumed that more income would be generated from recyclable sales. However whilst the tonnes of paper collected are higher in the early part of 2014-15 when compared to 2013-14, as prices received remain static, the anticipated income may not be achieved.

The waste and recycling collection services when taken together are forecast to overspend by £0.2m. The number of recycling rounds was increased in 2013-14 and additional non recurring agency costs have been incurred in 2014-15 to deliver new bins and information to householders. A review of and update to operational systems has seen an increase in green waste tonnage collected from 5,731t in Quarter 2 in 2013-14 to 6,727t at Q2 2014-15.

Mid year forecasts indicate that the Trade Waste Service will breakeven against budget.

#### b. Neighbourhoods and Customer Services

Neighbourhoods and Customer Services are currently set to spend £0.6m less than budget, after delivering £0.8m of savings. This is made up of a favourable variance against budget of £0.4m in car parking and warden services and an underspend of £0.2m in customer service areas.

The car parks service is heavily dependent on external income which is volatile. With car park closures and expected changes in driver behaviour following the introduction of bus lane cameras, this may mean that the trend of increasing income may be reversed in subsequent months.

In the context of increasing number of contacts and reduced cost per transaction, Customer Services areas, covering telephony and also Face to face contacts, are forecast to underspend by £0.2m in 2014-15. The underspend is planned as the Service is being reassessed to deliver £0.5m savings between 2014-15 and 2016-17.

	Mid Year 2012-13	Mid Year 2013-14	Mid Year 2014-15
Telephony calls answered	189,329	239,050	291,800
Face to Face contacts	100,820	114,399	102,860

### c. Sports and Leisure

Sports and Leisure overspent in 2013-14 by £1.3m and some of the inherent difficulties were partially addressed when the Sports and Leisure income budgets were reduced by £0.2m in the 2014-15 budget process.

However the Service continues to forecast a pressure of £0.4m on income budgets, as attendances / footfall continue to decrease (1.6% reduction at the mid year compared to the same time last year).

Area	Mid Year 2012-13	Mid Year 2013-14	Mid Year 2014-15
Total attendances	972,634	956,885	941,409

The forecast assumes that the implementation of integrated working practices and a managed reduction in the requirement for Agency & Casual Staff will ensure employee costs stay within budget. Once October's actual costs are posted, a clearer picture will emerge as to whether this will be the case.

A pressure of £0.1m exists within Parks & Landscapes, in the main caused by the curtailment of both internal & external contracts e.g. NHS horticultural contract. Other additional service pressures amounting to £0.2m, have also arisen due to:

- Additional parks work having to be undertaken due to favourable growing conditions and letters of complaints received from the general public; &
- Back dated business rates for Rhodesway Pool and repairs to the city's War Memorial.

### d. Environment and Regulatory Services

Overall an underspend of £0.2m is forecast, the majority due to staff savings and grant funding supporting air quality project work in Environmental Health and a small surplus in Fleet Services.

The Licensing and Land Charges services, which in the past have struggled to achieve their income targets both report an upturn in activity resulting in significantly reduced forecasted deficits in 2014-15.

### 3.4 Public Health

#### 2014-15 Financial Forecast

	Gross spend		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m		
Strategic Directors Office	1.6	2.0	0.0	0.0	1.6	2.0	0.4	-0.7
Children & Young People	4.0	4.0	0.0	0.0	4.0	4.0	0.0	-0.1
Health Improvement	9.4	9.3	0.0	0.0	9.4	9.3	-0.1	1.7
Health Protection	7.3	7.2	0.0	0.2	7.3	7.0	-0.3	-0.6
Substance Misuse	13.6	13.7	0.8	0.9	12.8	12.8	0.0	-0.3
Public Health Grant	0.0	0.0	34.7	34.7	-34.7	-34.7	0.0	0.0
Total	35.9	36.1	35.5	35.8	0.4	0.4	0.0	0.0

## People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	46.82	5.14 (Aug 13)	£1,024	No data	No data
Year end 2013-14	58.62	10.27 (Mar 14)	£1,132	45.1% (Jun 14)	21%
Mid year 2014-15	58.00	5.14 (Aug 14)	£2,579	46.2%	10.96%

## Key Corporate Indicators

Code	Description	Last Update	2014/15		
			Value	Target	Status
CIS_022	Infant mortality	2012/13		6.8	Due 2015
PHOF0.1ia	Healthy life expectancy at birth (Female)	2011/12		61.2	Due 2015
PHOF0.1ib	Healthy life expectancy at birth (Male)	2011/12		61.2	Due 2015
PHOF0.2iiia	Difference in life expectancy at birth between the most and least deprived parts of the District (Females)	2011/12		8.5	Due 2015
PHOF0.2iiib	Difference in life expectancy at birth between the most and least deprived parts of the District (Males)	2011/12		9.6	Due 2015

The Public Health service will receive £34.7m of ring fenced grant funding from Department of Health and it is expected that the allocation will be fully spent by 31 March 2015. The budget is allocated 10% to staffing and 90% to commissioned services.

### a. Strategic Directors Office

Cost pressures relating to substance misuse are held within the Strategic Directors Office.

### b. Children & Young People

Services are commissioned from Bradford District Care Trust; and include school nursing and oral health improvement service. Services are also commissioned from BTHFT to support the Every Baby Matters action plan and the injury minimisation programme. As the majority of the contracts are at a fixed rate, spend is forecasted to be on line with budget. The service continues to work with the Health & Wellbeing team within Children's who deliver the investors in health programme to Bradford Schools.

### c. Health Improvement

The Health Improvement Service has conducted a comprehensive review of VCS agreements and work is continuing to develop the family weight management service.

## Wider Determinants

The Public Health advice programme is funding a variety of advice services, specialist, outreach based, targeted at specific needs groups etc. The outreach services are operated out of different venues, including children's centres, doctors' surgeries, drug and alcohol treatment services and mental health services.

## Tobacco Control

Support to stop smoking is provided by a team of specialists plus a network of services in GP, pharmacy and dental clinics. In 2013, over 6,000 people received support to quit. In Quarter 1 2014-15 1,022 smokers were supported to quit. Reducing the number of women smoking in pregnancy remains a challenge. NICE Guidance has been successfully implemented to ensure all pregnant women are screened for carbon monoxide. Pregnant smokers are automatically referred for support, in Quarter 1 2014-15 287 pregnant women identified as smoking at their booking

appointment were referred by their midwife - of those 54 attended their appointment.

The 'Keep it Out' illicit tobacco campaign was launched across West Yorkshire and York on the 14th July 14 with 70 pieces of intelligence passed to trading standards by members of the public following the 4 week media campaign across the work area.

#### **d. Health Protection**

The sexual health and contraception service is forecasting an underspend of 0.3m which relates to out of authority charging and Chlamydia testing costs. The under-spend is netted off with dispensing costs.

The genitourinary medicine (GUM) service has an allocated budget of £1.6m and can treat the most complex cases related to sexually transmitted infection and contraception. As the service is paid for on a tariff basis, service users who are not resident in Bradford are cross-charged to their area of residence. Footfall through the service has remained fairly constant between April and August and there have been 5346 attendances in 2014-15 so far.

#### **e. Substance Misuse**

Substance misuse provision refers to the delivery of drug, alcohol and criminal justice (CJ) interventions for the adult population of Bradford. The full year forecast includes projected savings of £0.1m that relate to inpatient detoxification which has been netted off with dispensing costs.

Public Health Outcome Framework (PHOF) indicators linked to substance misuse show that as at 30/6/14, 154 individuals had completed drug treatment (in completion period 1.1.13 - 31.12.13) and not re-presented for further treatment in the following 6 months, thereby indicating a sustained positive outcome. This figure represents 6% of the total number in treatment during the completion period and work is on-going with providers to increase this to the 8% target set by PH.

Outcomes for structured alcohol treatment for the same date show that 202 individuals completed treatment (in completion period 1.7.14 – 31.12.14) and 21 (10.4%) re-presented for further treatment within 6 months. This is a very positive improvement for the district highlighting an improvement on March 14 (13.1%) and being better than national average at 11.32%.

Public Health specialists continue to assess current and future needs of the population of Bradford and to work with service providers to shape provision and ensure need is identified and met. This on-going work will contribute to developing commissioning intentions and this will include redesigning services and procurement planning to achieve positive outcomes.

Aside from a large scale sexual health tender currently out to market, the department will tender two substance misuse services in this financial year. In addition, planning is underway for PH to take commissioning responsibility for 0-5 year olds (Health Visiting and Family Nurse Partnership programmes) which will transfer from NHS England to local authorities on 1 October 2015. This responsibility has a financial value of circa 12m and will prompt a review of delivery models and pathways needed to ensure delivery is matched to population, purpose and outcomes.

### 3.5 Regeneration and Culture

#### 2014-15 Financial Forecast

	Gross expenditure		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Strategic Director's Office	0.2	0.3	0.0	0.0	0.2	0.3	0.1	0.0
Economic Development Services	49.3	49.9	35.9	37.0	13.4	12.9	-0.5	0.6
Climate, Housing, Employment and Skills (CHES)	21.2	19.6	7.5	8.8	13.7	10.8	-2.9	-3.1
Planning, Transportation and Highways	22.7	22.3	5.8	5.4	16.9	16.9	0.0	-0.6
Culture	16.4	16.4	10.8	10.8	5.6	5.6	0.0	-0.2
Total	109.8	108.5	60.0	62.0	49.8	46.5	-3.3	-3.3

#### Expenditure deferred into 2015-16

Details	£m
Economic Development – European Structural Investment Funds (ESIF)	0.6
Employment & Skills – Routes into Work	1.0
Employment & Skills – Advanced Skills Fund/ <b>Work Programme</b>	1.2
Planning – Local Development Plan	0.2
<b>Total</b>	<b>3.0</b>

#### Capital Investment

	Mid Year Budget £m	Mid Year Spend £m	Variance £m
Economic Development Services	3.3	2.1	-1.2
CHES	6.0	4.7	-1.3
Planning, Transportation and Highways	6.0	5.4	-0.6
Culture and Tourism	0.2	0.1	-0.1
<b>Total</b>	<b>15.5</b>	<b>12.3</b>	<b>-3.2</b>

#### People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	1779.12	4.75 (Aug 13)	£655,877	No data	No data
Year end 2013-14	1810.38	10.39 (Mar 14)	£1,535,536	13.8% (Jun 14)	9%
Mid year 2014-15	1809.00	4.42 (Aug 14)	£715,981	14.1%	8.12%

#### Key Corporate Indicators

Code	Description	Last Update	2014/15		
			Value	Target	Status
CIS_01_1	Net increase in the number of businesses located in Bradford City Centre	H1 2014/15		24	Due Dec 2014
CIS_01_2	Net increase in the number of business rates businesses located in Keighley, Bingley, Shipley and Ilkley Town Centres	H1 2014/15		24	Due Dec 2014
CIS_02_01(NI151)	Overall Employment Rate for the whole working age population	Q4 2013/14	66.3%	68.5%	

Code	Description	Last Update	2014/15		
			Value	Target	Status
CIS_02_2	Overall Employment Rate broken down for 16-24 year olds	Q4 2013/14	44.2%	40%	
CIS_05 (NI 154)	Net number of additional homes provided	2013/14		900	Due 2015
CIS_06	The number of private sector homes where, through the intervention of the Climate, Housing, Employment & Skills Service, housing conditions have been improved	2013/14		1,500	Due 2015
CIS_07	Total number of long term empty homes in the District	2013/14		4,413	Due 2015
CIS_015 (NI 164)	Proportion of population aged 19-64 (m) and 19-59 (f) qualified to NVQ Level 3 + (formerly known as NI 164)	2012/13		43.0%	Due Oct 2014
CIS_028_new	Greenhouse gas emissions from Council operations – <i>Previously unreported in the Year End report, exception report found in Annex 3</i>	July 2014	84,789 Tonnes (13/14 outturn)	74,174 Tonnes (13/14 Target)	
CIS_029(NI48LAA)	Number of children killed or seriously injured in road traffic accidents (three year rolling average)	2012/13		39.00	Due 2015
CIS_030	The percentage of people accessing Bradford City Centre in the morning peak by sustainable modes of transport (e.g. Train, Bus, Cycling, Walking, Motorcycle and Multi-Car occupancy) Sustainable modal share)	2013/14		58.37%	Due 2015
CIS_031	The percentage of Working Population in Bradford able to access key employment centres using the core public transport network within 30 minutes (Access to Employment)	2012/13		77.3%	Due 2015
CIS_032i	Number of Bradford District businesses improving their broadband connectivity	NEW – Due Nov 2014		200	NEW – Due Nov 2014
CIS_032ii	Number of Council premises with Super Connected City (SCC) programme Wifi	NEW – Due Nov 2014		30	NEW – Due Nov 2014

The Mid Year forecast position has changed by £3.3m compared to what was reported at Quarter One. The reasons being firstly, the overall picture for Employment and Skills contract commitments has become clearer (£2.2m will be deferred spending into 2015-16); secondly, progress with City Centre projects, especially those matched with new European Funding Plans (£0.6m) will stretch to 2015-16 and thirdly, additional funds have been identified to meet the unavoidable costs of renewing kitchen equipment in schools.

This year's targeted savings totalled £2.9m and the Service benefited from £2.3m non-recurring investment. Only one saving has been identified at risk of not being delivered, the implementation of a corporate Single Capital Team, £0.1m; owing to the lead in time to deliver a restructure between the Departments of Regeneration and Children's and Young Peoples Services. Other points to note:

- Legislative changes are delayed that allow charging of utility companies for drainage however this is not yet a cause for concern
- A reduction in insurance premiums related to highways is dependent on legislative reforms alongside proactive vigilance on the part of the Service.

#### a. Economic Development and Property

Typically many Economic Development Projects require a lead in that spans more than one financial year. A carry forward of £0.6m is therefore requested due to a change in the timing of projects that are supporting by European Structural Investment Funds (ESIF). In addition, a number of vacant posts result in savings of £0.1m. In 2014-15 the City Park account is expected to

spend to plan, however this includes an element of maintenance which if not fully utilised, Members are asked to defer solely for this purpose. Looking ahead It will be necessary to prepare in the medium term for further commitments for City Park infrastructure and therefore it is requested this arrangement (i.e. the transfer of any year end under spend to a City Park renewal fund) be regularised for the coming years.

Facilities Management have previously reported a net underlying pressure of £0.3m due to the combined effect of the loss of revenue funding for equipment renewals (£0.25m), and an ongoing pressure (£0.1m) in 'other' catering due to planned service developments being on hold i.e. cessation of restaurant catering and a shift to vending only facilities in sports centres. In respect of funding new equipment this pressure has been addressed through a release from the Renewals & Repairs Reserve. In addition plans have been put in place both to handle the significant increases in activity levels, as a result of Universal Free School Meals (UFSM) from September 2014, which one month after their introduction are starting to show up in activity levels.

	Mid Year 2013-14	Mid Year 2014-15
School meal numbers	2,198,251	2,355,681
Primary school meal take up of total meals	54.9%	59.09%

Whilst it is encouraging to see an increase in meals take-up, it is only when actual trading results are available for the autumn term that the effectiveness of actions (through keeping the costs of food and labour under control) can be fully accurately assessed.

Following the allocation of £1.2m as part of the 2014-15 budget process, Estates Management was forecasting net income to be in line with budget. However, there are potentially some accounts in the portfolio, which are causing concern and if not resolved soon, could present an unfavourable variance of £0.1m. Estates Management is seeking external advice from a commercial property specialist, as well as working with Financial Services to maximise realisable income.

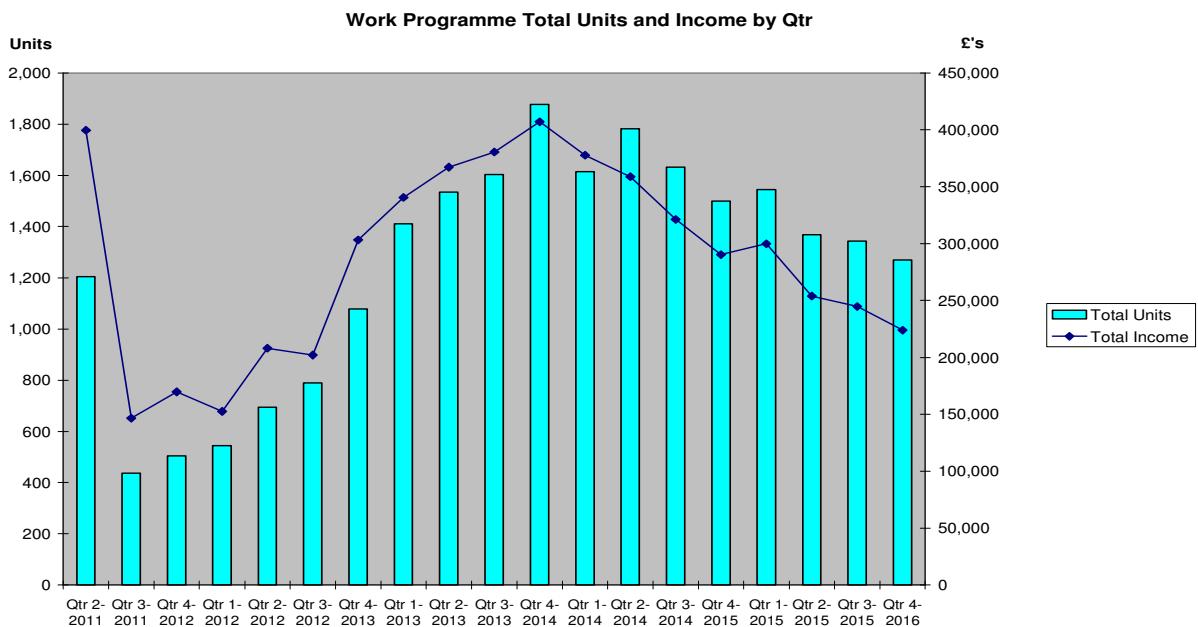
#### **b. Climate Housing Employment and Skills (CHES)**

The forecast is an underspend of £0.4m on the energy account. It is based on usage data and takes into account the resolution of last years debt, a fresh liability for street lighting, Carbon Reduction Commitment (CRC) being met from Planning, Transportation and Highways and a £0.2m pressure relating to the cost to the council of effluent disposal.

The Housing Operations, Strategy and Access services is also forecast to underspend by £0.1m to £0.2m. The under-spend relates to vacancy management and agency income being marginally better than expected. The Housing Options Service has worked effectively to divert referrals away from expensive direct provision at a time when medium term funding is predicted to end in 2015-16.

The main area where spend is forecast to be less than budget is in Employment and Skills and Members are asked to defer £2.2m of spend to 2015-16. This relates to;

- Routes into Work (£1.0m). Following a consultation and commissioning process, most contracts will commence on 1<sup>st</sup> October 2014. All contracts are based on a payment by results methodology and therefore spend will be larger towards the end of the programme when sustained job outcomes payments are made. It is therefore anticipated that £1m of the fund will be spent in 2015-16. (The initial Routes into Work contracts completed in June 2014 and overall they achieved 343 job outcomes for disadvantaged groups)
- Advanced Skills Fund (£1.2m) - which provides support to businesses in key growth sectors to enable them to recruit skilled staff is now allocated, with £0.8m due to be spent in 2015-16. A further £0.4m of spend will be deferred because the Work Programme supports trainees for 26 weeks from matched funds generated by the number of trainees who signed up in the early stages of the Programme. The profile of the spend and activity is illustrated in the diagram below;



### c. Planning Transportation and Highways (PTH)

At the Mid Year point PTH is forecasting pressures of £0.3m on the Building Control and Roads and Streets Work Act (RASWA) income budgets offset by a one off saving of £0.2m on Street Lighting Energy and an underspend of between £0.1m - £0.2m on the Local Plan.

Street Lighting Energy costs accrued for at the end of 2013-14 have not materialised in full. The underspend will be used to fund a new statutory Carbon Reduction Commitment (CRC).

There will be an estimated £0.5m committed to the Local Plan in 2014-15 potentially rising to £0.7m depending upon the timing in engagement of consultants. Any underspend on Budget (expected to be in the region of £0.2m) would be requested as deferred into 2015-16.

As in previous years an accurate outturn figure is difficult to arrive at for Planning & Building Control Fees, with a range of potential variables impacting on the results. However it should be noted that Building Control receipts still lag behind 2011-12 levels whilst the opposite is the case for Planning Fees. Measures are being put in place to ensure additional RASWA income is collected from October onwards but this will be conditional with application of new investment in this area.

A recent benchmarking exercise to review the level of statutory highway fees, has identified gaps/deficiencies in fee levels and also identified other potential income streams.

These fees are necessary to recover costs in staff time for administration, inspection and associated overheads and have been reviewed against estimated hourly rates to cover the workload required.

Table 1 in Annex 6 sets out standard core business services, together with current and proposed fee levels for consideration. Table 2, Annex 6 lists further potential fees that are currently permissible to be claimed by the Authority.

To optimise income streams, Members are asked to approve the proposed new fees in Table 1 for implementation as soon as possible, with commencement no later than 31<sup>st</sup> March 2014.

If Planning Fees continue to follow the same pattern as last year and the Section 74 income materialises the service forecasts a nil variance.

#### d. Culture and Tourism

Culture & Tourism is forecasted to outturn within budget. This after addressing an increased insurance liability for arts and heritage assets and the cost of increased transactional support for the strong theatre programme at the start of the year. See table below

ACTIVITY	Q1 YTD	Q1 YTD	Q1 YTD 14/15
	12/13	13/14	
TOTAL TICKET SALES	<b>76,136</b>	<b>60,933</b>	<b>129,643</b>
TOTAL CAPACITY	<b>141,743</b>	<b>130,078</b>	<b>154,087</b>
TOTAL PERFORMANCES	<b>123</b>	<b>116</b>	<b>146</b>

In order to achieve much improved growth in theatre sales, the service has increased its revenue spending for 2014-15. However the net surplus generated has eased previously reported pressures. Furthermore there has been a local dividend in that Bradford's night time economy has benefited from increased footfall to attend the shows in the City.

#### 3.6 Chief Executive

##### 2014-15 Financial Forecast

	Gross expenditure		Income		Net expenditure		Variance £m	Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m		
Chief Executive's Office	0.4	0.4	0.0	0.0	0.4	0.4	0.0	0.0
Political Offices	0.3	0.3	0.0	0.0	0.3	0.3	0.0	0.0
Public Affairs & Communications	1.5	1.5	0.1	0.2	1.4	1.3	-0.1	-0.4
Policy Programmes & Change	3.2	3.0	0.0	0.0	3.2	3.0	-0.2	-0.1
Total	5.4	5.2	0.1	0.2	5.3	5.0	-0.3	-0.5

##### People employed

FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	40.87	3.54 (Aug 13)	£184	No data
Year end 2013-14	141.78	6.99 (Mar 14)	£184	22.5% (Incl WYPF Jun 14)
Mid year 2014-15	123.00	3.43 (Aug 14)	£781	23.3% (Incl WYPF)

The Chief Executive's Office is forecast to be underspent by £0.3m. Substantial savings targets of £0.9m have plans in place to be fully achieved by the year end, largely by reduced staffing costs and deploying resources to areas of priority need throughout the Council. The favourable change of £0.3m in the forecast mainly reflects the fact that agreements for internal recharging of work done by this area have now been finalised and are included in the forecast.

Looking forward to 2015-16, work is underway to agree a substantial restructure within Policy, Programmes & Change that will deliver the majority of the further £1.0m+ savings in 2015-16.

### 3.7 City Solicitor

#### 2014-15 Financial Forecast

	Gross spend		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Legal Services	2.7	2.7	0.3	0.3	2.4	2.4	0.0	-0.1
Democratic Services	5.6	5.4	1.8	1.6	3.8	3.8	0.0	0.0
Total	8.3	8.1	2.1	1.9	6.2	6.2	0.0	-0.1

#### People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	111.74	3.31 (Aug 13)	£13,034	No data	No data
Year end 2013-14	113.07	8.92 (Mar 14)	£20,692	20.8% (Jun 14)	8%
Mid year 2014-15	113.00	4.27 (Aug 14)	£9,597	20.4%	6.72%

As anticipated in the first quarter's report, a breakeven position is now forecast for this service as there has been a small net favourable movement since the last report. Savings targets of £124,000 are still set to be fully achieved by the year end.

The net favourable movement mainly relates to a forecasted increase in vacancies, particularly in the elections unit. This is offset by a one-off pressure within the Coroner's service due to the costs of covering the duties of the now vacant Coroner's post. The recruitment process for this post has been completed and we are awaiting confirmation of a start date which should be within this calendar year.

### 3.8 Finance

#### 2014-15 Financial Forecast

	Gross expenditure		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Financial services	3.1	3.1	0.1	0.2	3.0	2.9	-0.1	-0.2
Information Systems and Security	21.9	22.2	0.6	0.8	21.3	21.3	0.0	-0.1
Revenues & Benefits	191.2	190.7	189.3	190.4	1.9	0.3	-1.6	-2.2
Commissioning & Procurement	2.1	1.9	0.4	0.4	1.7	1.6	-0.1	-0.4
Total	218.3	217.9	190.4	191.8	27.9	26.1	-1.8	-2.9

#### People

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	552.94	3.05 (Aug 13)	£204,109	No data	No data
Year end 2013-14	556.74	8.92 (Mar 14)	£376,666	20.9% (Jun 14)	8%
Mid year 2014-15	569.00	3.71 (Aug 14)	£132,142	20.1%	7.49%

## Key Corporate Indicators

Code	Description	Last Update	2014/15		
			Value	Target	Status
BV8_Tot	Percentage of invoices that were paid within 30 days from receipt of invoice - Overall Corporate Figure	August 2014	90%	92%	
BV9	Percentage of Council Tax collected	September 2014	50.55%	50.8%	
BV10	Percentage of Non-domestic Rates Collected	September 2014	57.14%	56.0%	
CIS_Debt_D	Debtor Days excluding housing benefit overpayments	Q1 2014/15	65.5	65	

Spend is forecast to be £1.8m below plan, of which Revenues and Benefits contribute £1.6m. A savings target of £1.9m has been allocated to the Department in 2014-15, with the majority (£1.1m) relating to IT savings, mainly from the contract with IBM/Serco. The savings are currently forecast to be on track to be achieved.

### a. Financial Services and Director of Finance

At Mid Year, Financial Services are forecast to underspend by £0.1m and so exceed their £0.3m savings target for 2014-15. This has been achieved mainly through planned staff reductions. In addition Bradford and Wakefield are sharing our Head of Internal Audit, generating income to Bradford.

### b. Revenues and Benefits

Revenues and Benefits are now forecast to underspend by £1.6m in 2014-15, which is on top of a £0.2m savings target for 2014-15. £0.7m of discretionary support payment funding has been set aside to support local welfare policy in future years.

The mid year forecast represents a favourable change of £1.1m since the first quarter's report. The first quarter was based on an assumption that 2014-15 would be similar to 2013-14. Latest data has led to a revised forecast for the two most complex areas, net benefits payments and enforcement income.

Enforcement income is currently forecast to be over target by £0.9m. As in 2013-14, this is due to the increased number of Council tax debtors and related enforcement action following the introduction of the Localised Council Tax Reduction Scheme. However in 2014-15 an additional compliance stage has been introduced to the enforcement regime designed to encourage citizens to take earlier action to resolve their outstanding debts. Early indications are that this may be having a small beneficial effect, which means there is a small decrease in levels of overall enforcement income in 2014-15 compared with 2013-14.

The remaining change mainly relates to Payroll where income forecasts were similarly updated by £0.2m to reflect a continuing healthy level of external custom.

### c. Strategic ICT

The ICT service (including Information Assurance) is forecast to overspend by less than £0.1m. This is after taking account of £1.1m of savings that were allocated in the 2014-15 budget setting process. The external ICT contractor (IBM/Serco) has less than a year of a 10 year contract left to run and the Council have negotiated new terms for the remainder of the contract to produce savings. In addition to these contract savings, new project works commissioned by the Council and other spend from centralised ICT budgets is being contained within available resources.

### d. Commissioning & Procurement

Commissioning and Procurement is forecast to underspend by £0.1m reflecting part year

vacancies. The service has made good progress in introducing paperless invoicing to the council, which will improve timeliness and accuracy as well as reducing handling costs. Also, the service has completed an exercise to consolidate purchasing expertise around the council. As a result, there has been a reduction in the number of individuals involved from around 300 to around 20, which will increase compliance and efficiency.

### 3.9 Human Resources

#### 2014-15 Financial Forecast

	Gross spend		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Human Resource Core Services	5.5	5.3	0.4	0.5	5.1	4.8	-0.3	-0.8
Transactional Service Centre	8.7	8.7	0.0	0.1	8.7	8.6	-0.1	-0.2
Human Resource Traded Services	1.5	1.5	1.6	1.6	-0.1	-0.1	0.0	-0.3
Total	15.7	15.5	2.0	2.2	13.7	13.3	-0.4	-1.3

#### People employed

	FTE	Sickness Rate (days lost per employee)	Overtime spend (cumulative)	True manager cost as % Total salary cost	Vacancy Rate
Mid year 2013-14	550.84	4.81 (Aug 13)	£12,218	No data	No data
Year end 2013-14	550.92	10.93 (Mar 14)	£19,523	13.9% (Jun 14)	8%
Mid year 2014-15	475.00	4.84 (Aug 14)	£4,995	14.7%	5.5%

As reported previously Human Resources (HR) has had £0.4m of savings applied to it in 2014-15 and is now comfortably on track to achieve them. It is also currently forecasting to be £0.4m underspent by the end of 2014-15. Again, as reported previously, this reflects controlled expenditure on council wide training programmes and vacancy management in anticipation of budget savings to be made in future years.

Of the forecasted £0.4m underspend, half is within the Transactional Support Centre (TSC) staff costs. The TSC is part way through a process of de-centralisation and as at 30 September 2014, 42 FTEs have transferred back to services from TSC with a budget of £0.9m. At this stage, there are posts totalling approximately 380 FTEs remaining in the TSC, however when the final transfers are complete this will reduce down to 256.

Whilst staff continue to be transferred from HR back to the services, plans to fill vacancies have been put on hold. This will ensure that services make the decisions on filling these vacancies locally.

### 3.10 Property Programme

#### 2014-15 Financial Forecast

	Gross spend		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
Property Programme	1.1	1.1	0.1	0.1	1.0	1.0	0.0	0.1

## **Capital Investment**

	Mid Year Budget £m	Mid Year Spend £m	Variance £m
Property Programme	4.7	3.2	-1.5

Overall the Programme of works is progressing to plan and costs are forecast to be contained within the £1.1m revenue budget in 2014-15.

Additionally the Programme's remaining £17.3m capital budget is forecast to be fully spent, with £3m of which was previously profiled for 2014-15 now budgeted to be spent in 2015-16 and 2016-17. £2m of this relates to the Office Rationalisation/ former Library scheme and the other £1m relates to the Essential Maintenance programme where a number of scheme commencement dates have been put back due service needs.

The refurbishment of Mercury House to enable Children's services staff to relocate from Flockton House before the end of 2014 is nearing completion and will be delivered on time and on budget. Building work on the former Central Library building to enable Children's staff to relocate to the City Centre and vacate the leased Future House has also commenced as planned. Work to relocate the Registry Office into City Hall was completed and the first wedding took place in October 2014.

Capital receipts to the end of September total £2.5m against a target of £5m. Sales include the disposal of Olicana House (a large former Adult Services office building in Little Germany) and former residential homes in Wyke amongst others.

The Programme was previously funding £0.27m of IT support costs associated with the Council's Electronic Document Management system and condition surveys on the Council's estate. These budgets have now been transferred back to IT services and Estates Management respectively.

## **3.11 Non Service Budgets**

### **2014-15 Financial Forecast**

	Gross expenditure		Income		Net expenditure			Memo 2013-14 Variance £m
	Budget £m	Forecast £m	Budget £m	Forecast £m	Budget £m	Forecast £m	Variance £m	
External Audit	0.5	0.4	0.0	0.0	0.5	0.4	-0.1	-0.4
Bank interest and dividends	0.0	0.0	1.4	1.6	-1.4	-1.6	-0.2	-0.2
Joint Committees and Levy's	2.0	1.9	0.0	0.0	2.0	1.9	-0.1	-0.2
Pension costs, corporate subscriptions , bank charges	4.6	4.4	0.1	0.1	4.5	4.3	-0.2	-0.1
Salary protection costs	0.0	0.1	0.0	0.0	0.0	0.1	0.1	0.3
Total	<b>7.1</b>	<b>6.8</b>	<b>1.5</b>	<b>1.7</b>	<b>5.6</b>	<b>5.1</b>	<b>-0.5</b>	<b>-0.6</b>

Whilst interest levels remain historically low, the continuing strength of the Council's cash balances mean that a modest overachievement of interest earned has been forecast. The base budget includes a £0.5m YPO dividend and at the mid year it is assumed that this will be paid.

The downward trend in both West Yorkshire Joint Service costs and residual added years pension costs is forecast to continue in 2014-15 and beyond.

## **3.12 Central Budgets & Contingencies**

Central budgets comprise principally capital financing costs and the West Yorkshire Passenger Transport Authority levy, which in 2014-15 combined are in excess of £74m and transfers to and from reserves.

## **Capital financing costs**

In accordance with the Council's Medium Term Financial Plan strategy to lower the Council's reliance on external borrowing, the 2014-15 Budget requires the Council to make savings of £5.2m in capital financing costs in the current year. With £26m of external borrowing due to mature in November 2014 and no new external borrowing forecasted to be taken out, it is forecast that the £5.2m saving will be made in full in 2014-15.

## **Contingency budgets**

In addition to the New Homes Bonus and Business Rate Relief grants, a small number of contingency budgets (detailed below) are held centrally

- General contingency – in the first half of the year just over £0.1m of the general contingency budget has been used support one off organisational pressures. The forecast assumes that the full £1.5m general contingency budget will be fully utilised by 31 March 2015.
- In 2014-15 the risk action contingency budget has been reassessed at £2.0m. It is currently forecast there could be a saving of at least £1m on this budget at the year end.
- The Council is satisfied sufficient budget has been built into the 2014-15 budget to meet the cost of 2014-15 pay award. Service pay budgets will be increased accordingly once the pay award is settled.

### **3.13 Other issues**

- a) In February 2009 HMRC announced a change in their interpretation of the VAT rules relating to Trade Waste which meant that VAT was not chargeable on trade waste collections. To protect the Council's position a retrospective claim going back to April 2006 was submitted to HMRC. In October, HMRC notified the Council that they had agreed to settle this claim with an offer of £0.553m.
- b) The 2014-15 Budget assumed that the Council would receive a £9.0m Education Services Grant for services provided to pupils for whom the Council is still responsible. After taking into consideration Academy transfers that are in the pipeline, the Council now expects to receive between £0.4m and £0.5m more than this figure.

## **4. BALANCE SHEET**

### **4.1 Cash Reserves**

In the First Quarter, Members approved the net use of £23m of reserves. In the intervening 3 months reserves have decreased by a net £1.5m, the significant movements are set out below.

#### **From reserves**

- £0.4m contribution towards the costs of the Tour de France
- £0.6m to support the transformation of services provided to older and vulnerable people
- £0.3m from the Renewals and Replacement reserve to replace school catering equipment
- £0.3m to fund the implementation of the Virtual Desktop project.

This leaves the Council at the mid year point with £152.7m of cash reserves (£116.2m Council and £36.5m Schools). Where it is found that the purpose for which the reserve was created, or the amount held in the reserve, is no longer relevant, the funds will be reclassified as unallocated reserves. The outcome of the latest review of Reserves will be included in the 4 December Budget Report.

Of the £30.3m which is currently unallocated, the Medium Term Financial Plan assumes a further £24m will be used over the following two years to leave a forecasted unallocated balance of £7.7m at 31 March 2017.

Annex 4 reflects the above changes to reserves but does not include the following one off monies the Council expects to receive before the year end not the forecasted underspend of £1.8m:-

- £0.5m trade waste VAT refund
- £0.4m additional Education Services Grant following a delay in some schools converting to Academies.

## 4.2 General Fund balance

The General Fund balance is a statutory requirement which provides a contingency against unforeseen events. At 31<sup>st</sup> March 2014 the General Fund balance remains at £10.8m and just above the Council's policy of 2.5% of the net budget requirement.

## 4.3 School Balances

At the end of 2013-14 school balances reached £21.6m and contingencies and other balances £18.9m.

Based on the quarter one returns schools are forecasting an outturn position for school balances at 31 March 2015 of £15.3m, a reduction of £6.2m.

	Balance 1 <sup>st</sup> April 2014		Balance 31 <sup>st</sup> March 2015		Forecast Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	576	7	722	0	146
Primary	142	12,923	138	10,604	-4	-2,319
Secondary	16	6,007	15	3,363	-1	-2,644
Special	6	674	6	198	0	-476
Pupil Referral Units	7	1,401	7	450	0	-951
<b>Total</b>	<b>178</b>	<b>21,581</b>	<b>173</b>	<b>15,337</b>	<b>-5</b>	<b>-6,244</b>
School Contingency		18,168		15,489		-4,025
City Learning Centres/Other		762		733		-1,023
<b>Total</b>	<b>178</b>	<b>40,511</b>	<b>173</b>	<b>31,559</b>	<b>-5</b>	<b>-8,952</b>

Part of the reduction is due to four primary schools (Southmere Primary, St Anne's Catholic Primary, St Philips CoE Primary and Our Lady of Victories Catholic Primary) converting to academy status since the start of the year. St Bedes Catholic and St Joseph's catholic have also merged into one school in 2014-15.

## 4.4 Council Tax and Business Rates Income

### Council tax income

At the mid year point it is forecast that there will be a surplus in excess of £1m on the Council Tax Collection Fund which will be available to the Council on a one off basis to support the 2015-16 budget. The surplus position is in the main due to the forecast cost (Council Tax forgone) in the current year of providing Council Tax Reduction lower than when the 2014-15 Council tax base was approved. The reduction in caseloads and hence discounts granted can be attributed primarily to the upturn in the economy. The Medium Term Financial takes into account the recurring impact of reduced discounts granted in its assumption about future council tax bases.

### Business Rates Income

With over 500 backdated appeals against the 2010 Valuation List still to be settled by the Valuation Office, producing an accurate forecast for the year end Business Rates position is complex. However work undertaken to date would suggest that the assumptions made in the 2014-15 budget that the Council would retain £65m of Business rates remains valid.

## Collection Rates

At 30 September 2014 the Council had collected 50.54% of the value of council tax bills for the year compared with 50.39% at the same point last year. The collection figure is inclusive of all those residents who under Council Tax Reduction are required to pay up to 25% of their Council tax liability.

For Business rates the collection figure at 30 September 2014 is 57.14 % compared to 57.34% at the same time last year.

## 5. CAPITAL

The profiled resource position for 2014-15 for the Capital Investment Plan stands at £127m. This represents an increase of £12m mainly reflecting grant funding in Children's Services that has been programmed for completion in 2014-15. To the end of September there has been total spend of £45.3m against a profiled spend of £50.7m.

Service	Budget	Re - profiled Budget for Year		Profiled Budget Apr - Sep	Actual Spend to 30 Sept		
	Exec Apr 2014	Changes	Year			15-16 Budget	16-17 Onwards
Adult & Community Services	£'m 2.4	£'m 0.1	£'m 2.5	£'m 0.6	£'m 0.5	£m 8.3	£'m 5.3
Children Services	38.9	10.7	49.6	22.3	22.1	25.7	6.3
Finance/City Solicitors/Public Health	0.5	0.1	0.6	0.1	0.0	0.0	0.0
Environment & Sports	8.6	4.4	13.0	7.6	7.4	5.6	3.0
Regen - Culture & Tourism	0.5	0.0	0.5	0.3	0.1	0.2	0.4
Regen – Property & Economic Development	30.2	-3.7	26.5	8.0	5.3	23.4	1.0
Regen - Climate, Housing, Employment & Skills	18.6	-0.7	17.9	6.0	4.7	7.1	0.9
Regeneration - Planning	1.4	0.1	1.5	0.4	0.4	1.0	0.0
Regen - Highways & Transport	13.5	1.0	14.5	5.6	5.0	13.6	0.0
Reserve Sch. & Contingencies	0.0	0.0	0.0	0.0	0.0	18.4	7.0
<b>All Services</b>	<b>114.6</b>	<b>12.0</b>	<b>126.6</b>	<b>50.7</b>	<b>45.3</b>	<b>103.3</b>	<b>23.9</b>

Within Childrens Services £6m of Targeted Basic Needs and £4.5m of Primary School Expansion initially shown in 2015-16 has been programmed to be spent in 2014-15.

In Environment and Sport the forecast spend on the replacement of vehicles and plant (CS0060) has risen from £3m to £7m. This includes a potential £2.3m for replacement of buses. This budget is funded through prudential borrowing where the outright purchase of the asset is deemed more cost effective than continuing to lease vehicles. In addition £155K has been brought forward on the City Centre Sports Facility (CS0284) to cover the costs of demolition of the former Britannia Mills.

In Property and Economic Development the profile of the budget on the Property Programme – Former Library (CS0262) have been updated following development of detailed plans. £2.5m of the profiled spend has been moved into 2015-16. Whilst on the Property Programme – Essential Maintenance (CS0294) £1m has been moved into 2015-16 following delays in completion of works due to the need to accommodate service provision requirements within individual buildings.

Though still within the original approval the total cost of the Affordable Housing Programme 2011-2015 has been revised up from a total cost of £11.8m to £13.8m. This reflects mainly increased construction costs that have risen steeply in the past year. However this has been more than offset by an increase in the forecast capital receipts for the sale of houses that is part of the project from £3.5m to £6.1m. These are based on up to date valuations and a high level of reservations. This

means that the borrowing required to part fund the project has reduced by £0.5m.

On Carbon and Other Management Efficiencies (CS0050) £0.8m has been rephased into 2015-16 as individual projects are assessed and developed.

In terms of the resource position the Council has received £2.5m of capital receipts in the first half of the year and is expected to achieve its target of £5m for the year. £29.6m of capital grants and contributions have been received.

Last year the Council reduced its Capital Financing Requirement, which represents its notional net indebtedness, with most new capital investment expected to generate the funding to repay the borrowing. The Council has £26m of high interest external debt maturing this year which will reduce capital financing costs contributing to the planned £5.2m of savings planned for this year. Council borrowing is within its Authorised Limits and the Council is not expected to breach its Prudential Framework limits.

## Annex 1: Capital Investment Plan

Scheme No	Scheme Description	Budget per 1st Qtr Monitor	Change	Re profiled Budget	Profile Budget Half Year	Spend Half Year	Budget 15-16	Budget 16-17
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Adult &amp; Community Services</b>								
CS0008	HIV Capital Grant	178	0	178	88	62	0	0
CS0237	Great Places to Grow Old - Adult Residential Strategy	1,360	100	1,460	200	128	6,059	4,300
CS0239	Community Capacity Grant	400	0	400	0	0	2,200	1,025
CS0257	BACES Mattresses – purchase of mattresses rather than leasing	163	0	163	54	35	0	0
CS0275	Bfd Demetia Friendly Environment Pilot	306	0	306	306	309	0	0
<b>Total - Adult &amp; Community Services</b>		<b>2,407</b>	<b>100</b>	<b>2,507</b>	<b>648</b>	<b>534</b>	<b>8,259</b>	<b>5,325</b>
<b>Children's Services</b>								
CS0039	Surestart Early Years and Childcare Grant	43	0	43	0	0	0	0
CS0073	Academies Programme	381	0	381	381	413	0	0
CS0181	SEBD School (ESB)	54	0	54	6	6	1	0
CS0231	C&I School (Conversion of Thorn Park)	51	0	51	1	-3	0	0
CS0025	Childrens Home Residential Provision	33	0	33	13	-6	143	0
CS0227	Designated Specialist Provision at Grange/ Southfield	88	0	88	88	0	0	0
CS0256	2yr old Nursery Educ Expansion Programme	2,265	-280	1,985	709	709	280	0
CS0278	Targeted Basic Needs	9,458	5,533	14,991	6,348	6,348	3,361	0
CS0286	Outdoor Learning Centres	1,258	-519	739	169	169	572	0
CS0287	S106 Education	0	0	0	0	0	0	0
CS0297	Universal Free School Meals - Kitchen	2,154	0	2,154	420	420	0	0
CS0012	Schools Access Initiative	18	0	18	0	0	0	0
CS0022	Devolved Formula Capital	1,860	1,410	3,270	1,965	1,965	1,348	0
CS0030	Capital Improvement Work	178	0	178	150	109	0	0
CS0042	Primary Capital Programme	101	0	101	81	10	0	0
CS0199	Wyke Manor School Decom & Demolition	1	0	1	1	-1	0	0
CS0240	Capital Maintenance Grant	7,144	0	7,144	1,425	1,425	11,354	0
CS0244	Primary Schools Expansion Programme	13,737	4,500	18,237	10,505	10,505	8,675	6,302
CS0301	Meadowlea Minibus	0	20	20	0	0	0	0
<b>Total - Children's Services</b>		<b>38,824</b>	<b>10,664</b>	<b>49,488</b>	<b>22,262</b>	<b>22,069</b>	<b>25,734</b>	<b>6302.33</b>
<b>Public Health</b>								
CS0302	Air Quality Equipment	0	85	85	85	0	0	0
<b>Total - Public Health</b>		<b>0</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financial Services</b>								
CS0292	Virtual Desktop Infrastructure (VDI)	482	0	482	0	0	0	0
<b>Total - Financial Services</b>		<b>482</b>	<b>0</b>	<b>482</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>City Solicitor</b>								
CS0258	Forensic Science Centre - new equipment & flooring	13	0	13	13	2	0	0

Total - City Solicitor			13	0	13	13	2	0	0
<b>Environment &amp; Sports</b>									
CS0060	Replacement of Vehicles (funded by prudential borrowing with revenue funding identified by service dept)		3,000	4,000	7,000	4,850	4,818	3,000	3,000
CS0066	Ward Investment Fund		47	0	47	0	0	0	0
CS0063	Waste Infrastructure and Recycling projects		0	0	0	0	0	1,100	0
CS0090	Landfill Restoration Sugden End		53	0	53	5	3	0	0
CS0151	Building Safer Communities Capital Proj		0	148	148	0	44	0	0
CS0259	Gypsy & Traveller Site Improvement		337	0	337	0	307	0	0
CS0261	Bowling Back Lane Gas Mains Move		0	0	0	337			
CS0274	Bradford Enhanced Recycling Collection Bid		600	0	600	550	572	211	0
CS0283	Above Ground Fuel Storage		60	0	60	0	0	0	0
CS0121	Roberts Park		20	0	20	0	0	0	0
CS0162	Capital Projects - Recreation		359	138	497	397	440	0	0
CS0187	Comm Sports Field & Facilities		83	-15	68	25	26	0	0
CS0229	Cliffe Castle Restoration		2,705	0	2,705	266	53	1,250	0
CS0242	War Memorial		11	0	11	6	1	0	0
CS0245	Doe Park		312	0	312	100	75	0	0
CS0260	Rawdon Meadows		0	0	0	0	0	0	0
CS0288	Thornton Grammar School ATP		0	0	0	0	0	0	0
CS0284	City Centre Sports Facility		1,000	155	1,155	1,015	1,015	0	0
<b>Total - Environment &amp; Sports</b>			<b>8,587</b>	<b>4,426</b>	<b>13,013</b>	<b>7,551</b>	<b>7,353</b>	<b>5,561</b>	<b>3000</b>
<b>Regeneration - Culture and Tourism</b>									
CS0107	Markets		305	0	305	150	29	245	400
CS0247	Replace Box Office Equipment		244	0	244	100	41	0	0
<b>Total - Regen - Culture &amp; Tourism</b>			<b>549</b>	<b>0</b>	<b>549</b>	<b>250</b>	<b>70</b>	<b>245</b>	<b>400</b>
<b>Regeneration - Property &amp; Economic Development</b>									
CS0094	Property Programme (bworks)		1,233	0	1,233	800	995	0	0
CS0262	Property Programme - Office Rationalisation / Former Library		7,734	-2,556	5,178	2,778	1,339	4,835	1,000
CS0294	Property Programme - Essential Maintenance		3,300	-1,000	2,300	800	610	1,925	0
CS0295	Property Programme - Invest to Save Building Security Project		820	0	820	300	230	0	0
CS0132	Community Hubs		100	0	100	0	0	0	0
CS0184	Baildon Community Link		60	0	60	0	0	0	0
CS0186	Enterprise Hubs		0	0	0	0	-3	0	0
CS0213	Park Dam		0	0	0	0	-17	0	0
CS0268	Sun Lane Nature Reserve		12	0	12	0	1	0	0
CS0269	Burley In Wharfedale Culvert repair		25	0	25	25	25	0	0
CS0270	Milton House		25	0	25	0	0	75	0
CS0084	City Park		0	0	0	0	0	0	0
CS0085	City Centre Growth Zone		206	0	206	1	1	0	0
CS0086	LEGI		10,281	-113	10,168	2,396	1,501	10,497	0
CS0087	Bradford Centre Regeneration		29	0	29	0	0	0	0
CS0189	Buck Lane		14	0	14	0	0	0	0
CS0228	Canal Road		360	0	360	312	286	140	0
CS0241	Re-use of Former College Buildings Keighley		306	0	306	22	46	307	0
CS0266	Superconnected Cities		2,000	0	2,000	0	15	0	0
CS0290	Odeon		1,250	0	1,250	168	112	0	0
CS0291	Tyrls		2,028	0	2,028	330	160	0	0

CS0265	LCR Revolving Econ Investment Fund	0	0	0	0	0	3,956	0
CS0285	Strategic Development Fund	0	0	0	0	0	1,667	0
	DDA Compliance (resources moved to revenue(	0	0	0				
<b>Total - Regen – Property &amp; Economic Development</b>	<b>30,158</b>	<b>-3,669</b>	<b>26,489</b>	<b>7,972</b>	<b>5,303</b>	<b>23,402</b>	<b>1000</b>	
<b>Regeneration - Climate, Housing, Employment &amp; Skills</b>								
CS0230	Beechgrove Allotments	277	0	277	0	0	0	0
CS0050	Carbon and Other Management Efficiencies incl Saltaire Hydro	3,343	-800	2,543	1,000	676	800	0
CS0134	Computerisation of Records	10	0	10	0	0	0	0
CS0136	Disabled Housing Facilities Grant	2,876	0	2,876	1,100	1,130	850	850
CS0137	Development of Equity Loans	828	0	828	300	422	564	0
CS0141	Area Renewals	120	0	120	55	33	0	0
CS0144	Empty Private Sector Homes Strategy	1,000	0	1,000	250	201	1,005	0
CS0157	DEEP/Community Warmth	237	0	237	20	18	0	0
CS0158	Regional HALS	11	0	11	0	0	0	0
CS0160	New Affordable Housing - Longfield Dve	271	-70	201	121	1	0	0
CS0223	New Affordable Housing - Beech Grove	221	0	221	185	0	0	0
CS0225	Affordable Housing Programme 2011-2015	8,274	197	8,471	2,750	2,432	1,828	0
CS0250	Goitside	463	0	463	155	-312	0	0
CS0280	Temporary Housing Clergy House	686	0	686	40	68	2,064	0
CS0145	S106 monies Affordable Housing	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0
<b>Total - Regen - Climate, Housing, Employment &amp; Skills</b>	<b>18,617</b>	<b>-870</b>	<b>17,747</b>	<b>5,976</b>	<b>4,668</b>	<b>7,111</b>	<b>850</b>	
<b>Regeneration - Planning</b>								
CS0131	Keighley Town Centre Heritage Initiative	1,006	60	1,066	340	340	633	0
CS0178	Ilkley Moor	28	4	32	2	2	0	0
CS0179	Landscape Environmental Improvement	24	4	28	0	0	0	0
CS0281	Saltaire - Public Realm imp	360	0	360	11	11	367	0
<b>Total - Regeneration - Planning</b>	<b>1,418</b>	<b>68</b>	<b>1,486</b>	<b>353</b>	<b>353</b>	<b>1,000</b>	<b>0</b>	
<b>Regeneration - Highways &amp; Transport</b>								
CS0071	Highways S106 Projects	35	-25	10	8	9	0	0
CS0091	Capital Highway Maintenance	2,870	0	2,870	1,904	1,904	536	0
CS0095	Bridges	1,408	44	1,452	709	709	0	0
CS0096	Street Lighting	1,034	-4	1,030	409	409	0	0
CS0097	Bridge Assessments	40	-40	0	0	0	0	0
CS0099	Integrated Transport	755	429	1,184	390	390	0	0
CS0101	S. Bradford Integrated Transport Improvements	8	11	19	19	19	0	0
CS0103	WY Casualty Reduction Partnership	95	3	98	0	0	0	0
CS0164	Local Intgrtd Transp Area Com CS0164	851	1	852	215	215	0	0
CS0168	Connecting the City (Westfield Agreement)	200	0	200	5	5	44	0
CS0169	Public Realm Improvements, City Centre	24	-24	0	0	0	33	0
CS0172	Saltaire Roundabout Congestion & Safety Works	741	29	770	240	240	0	0
CS0175	Connect 2 (Manchester Rd F'bridge)	24	0	24	6	6	0	0
CS0197	Addtln Highways Maintenance Grant	751	-211	540	26	26	0	0
CS0232	Local Sustainable Transport Fund	21	-2	19	19	19	0	0
CS0248	Cycling initiatives	0	0	0	0	0	0	0
CS0252	Measures to Support Hubs	76	0	76	15	15	0	0
CS0264	Highway to Health	383	1	384	160	160	0	0

CS0276	Stockbridge - Utley Airedale Greenway Link	48	7	55	55	55	0	0
CS0282	Highways Strategic Acquisitions	600	0	600	600	0	0	0
CS0289	Local Pinch Point Fund	2,683	0	2,683	494	494	720	0
CS0293	West Yorkshire & York Transport Fund	658	-11	647	123	123	12,260	0
CS0298	Flood Damaged Roads Carlisle Road / Toller Lane & Thornton Road / Cemetery Road	211	0	211	211	211	0	0
CS0296	Pothole Fund	0	600	600	1	1	0	0
<b>Total - Regen - Highways &amp; Transport</b>		<b>13,516</b>	<b>1,027</b>	<b>14,543</b>	<b>5,609</b>	<b>5,008</b>	<b>13,593</b>	<b>0</b>
<b>Reserve Schemes &amp; Contingencies</b>								
	General Contingency	0	0	0	0	0	1,681	2,000
CS0277	Wyke Manor Ph2 Sports Dev	0	0	0	0	0	493	0
CS0284	City Centre Sports Facility	0	0	0	0	0	12,996	3,000
	Street Lighting Invest to Save	0	0	0	0	0	846	0
	WY Archive Service	0	0	0	0	0	328	0
	Essential Maintenance Provision (Moved to Property & Economic Development)	0	0	0	0	0	2,000	2,000
	<u>New Invest to Save Schemes (Moved to Property &amp; Economic Development)</u>	0						
	Libraries Consolidation	0	0	0	0	0	75	0
<b>Total - Reserve Schemes &amp; Contingencies</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,419</b>	<b>7000</b>
<b>TOTAL - All Services</b>								
		<b>114,571</b>	<b>12,028</b>	<b>126,599</b>	<b>50,719</b>	<b>45,361</b>	<b>101,086</b>	<b>23,877</b>

## Annex 2. Corporate indicators - 2014/15 MIDYEAR outturn

Code	Description	Frequency	Last Update	Good Performance Is	2014/15			DoT	Commentary
					Value	Target	Status		
ASCOF_2A pt1	Permanent Admissions to residential and nursing homes 18-64 per 100,000 population	Months	August 2014	Aim to Minimise	6.11	15		Improving	Continued improvement.
ASCOF_2A pt2	Permanent Admissions to residential and nursing homes 65+ per 100,000 population	Months	August 2014	Aim to Minimise	509	654		Improving	Continued improvement.
ASCOF_2C Pt2	Delayed transfers of care from hospital which are attributable to Adults social care	Months	August 2014	Aim to Minimise	1.55	2		Getting Worse	Reflects a similar pattern to the same period last year.
ASCOF_2E	The effectiveness of Reablement - the percentage of service users who are able to manage on their own or require reduced hours following reablement services (CIS_025)	Months	August 2014	Aim to Maximise	47.62%	51%		Getting Worse	See exceptions report.
CIS_052	Percentage of schools where leadership is judged to be good or better	Quarters	Q1 2014/15	Aim to Maximise	72%	83%		Improving	See exceptions report.
CS_N15a	Initial Child Protection Case Conferences held within 15 working days of the start of the s.47 enquiries	Months	August 2014	Aim to Maximise	35.19%	80%		Improving	See exceptions report.
CIS_026 (NI 192)	Percentage of household waste sent for reuse,	Months	June 2014	Aim to Maximise	52.77%	53.00%		Improving	April - June 2014 is an early estimate. the finalised WDF

Code	Description	Frequency	Last Update	Good Performance Is	2014/15			DoT	Commentary
					Value	Target	Status		
	recycling and composting								results will not be confirmed till end of October.
CIS_027 (NI195a)	Level of street and environmental cleanliness : LITTER	Termly	July 2014	Aim to Minimise	9.6%	11%		Improving	The Monthly Monitoring data has been entered as a proxy for the NI 195 score. The Monthly Monitoring data is gathered using the technique specified in NI 195 but more samples are undertaken and it covers the whole of the district.
CIS_02_01(NI151)	Overall Employment Rate for the whole working age population	Quarters	Q4 2013/14	Aim to Maximise	65.6% (Q3 13/14 Data)	68.5%		Improving	The year end data for 2013/14 is now available. The year end target has been met. Bradford's employment rate now stands at 66.3%, 0.1 percentage point above last year's target. There are now 220,300 people in employment in the district which is an increase from March 2013 of 4,100. The annual rate of growth in employment achieved in the district compares very favourably with the Yorkshire and Humber and UK average rates of growth, a particular feature being the rise in self employment.
CIS_02_2	Overall Employment Rate broken down for 16-24 year olds	Quarters	Q4 2013/14	Aim to Maximise	44.2% (Q4 13/14 Data)	40%		Improving	The year end data for 2013/14 is now available. The rate stands at 44.2% and exceeded the 2013/14 year end target by 7 percentage points. The rising rate of youth employment

Code	Description	Frequency	Last Update	Good Performance Is	2014/15			DoT	Commentary
					Value	Target	Status		
									compares favourably to the recent trends in Yorkshire and Humberside. At March 2014 there were 28,900 young people in the district in employment up from 26,200 one year earlier. The rate is still however below the UK and regional averages.
CIS_028_new	Greenhouse gas emissions from Council operations	Years	2013/14	Aim to Minimise	84,789 Tonnes	70,641 Tonnes		Improving	Latest data for 2013/14 is good news at 84,789 tonnes, a 4.1% reduction on 2012/13. It is however below target therefore see exception report.
BV8_Tot	Percentage of invoices that were paid within 30 days from receipt of invoice - Overall Corporate Figure	Months	August 2014	Aim to Maximise	90%	92%		Improving	Within variance and, although the figure is lower than July, is presenting a steady upward trend from May. This follows the pattern from last year.
BV9	Percentage of Council Tax collected	Months	Sept 2014	Aim to Maximise	50.55%	50.8%		Getting Worse	Only just missed targets to be within variance and an improvement on the same period last year.
BV10	Percentage of Non-domestic Rates Collected	Months	Sept 2014	Aim to Maximise	57.11%	56.00%		Getting Worse	The performance in May and June was within variance but the performance in July and August is back on track against target.
CIS_Debt_D	Debtor Days excluding housing benefit overpayments	Quarters	Q1 2014/15	Aim to Minimise	65.5	65		Improving	An improvement on the same period last year (previously known as MR&B_R05)
CIS_044_01(B)	The Average Number of	Months	August	Aim to	3.82	3.15		Improving	See exceptions report.

Code	Description	Frequency	Last Update	Good Performance Is	2014/15			DoT	Commentary
					Value	Target	Status		
V12)	Working Days Lost per Employee due to Sickness Absence in Bradford Council (Including Schools) (Formerly known as BV12)		2014	Minimise					
CIS_044_02(B V12)	The Average Number of Working Days Lost per Employee due to Sickness Absence in Bradford Council (Excluding Schools) (Formerly known as BV12)	Months	August 2014	Aim to Minimise	4.58	3.6		Improving	See exceptions report.

<sup>1</sup> Status icons are as follows

On target



Within variance



Below target (or outside target range)



### Annex 3. Commentary of underperforming corporate indicators

INDICATOR																					
ASCOF_2E	The effectiveness of re-ablement - the percentage of service users who are able to manage on their own or require reduced hours following re-ablement services (CIS_025)																				
Responsible Officer				Performance Calculation	Reporting Frequency																
Janice Simpson				Aim to Maximise	Months																
Outturn and Latest Performance					Performance Trend (3 Years)																
	Value	Target	Status	Value vs Previous (%)																	
2012/13	-	-	-	-																	
	Value	Target	Status	Value vs Previous (%)																	
2013/14	45.76% <small>(data recorded annually for 2013/14)</small>	50%	STOP	-																	
	Value	Target	Status	Value vs Previous (%)																	
Apr 2014	55.26%	55%	GREEN	-																	
May 2014	55.14%	55%	GREEN	-0.23%																	
Jun 2014	51.6%	55%	STOP	-6.42%																	
Jul 2014	46.01%	55%	STOP	-10.82%																	
Aug 2014	47.62%	55%	STOP	3.49%																	
Commentary																					
Why is this indicator underperforming?																					
We have reviewed the target at 51%. This decision was made from actual performance of 13/14 where the outturn was 45.7%. This has made the status change for June 2014.																					
The annual outturn for 14/15 has been predicted at over 51%. The cumulative figure for April to August is currently running at 51.6% and therefore we are on target.																					
How does performance compare to other Councils/organisation?																					
This indicator is currently in its first year for reporting. Therefore there is no historical comparison from other councils.																					
What actions are being taken to improve performance?																					
We are looking at setting up Performance Information Groups where teams will be made aware of their performance and the impact on the indicator. From these sessions performance support measures will be put in place.																					
<p>The chart displays the performance trend for three financial years. The Y-axis represents the percentage value from 0.00% to 60.00%. The X-axis shows the years 2012/13, 2013/14, and 2014/15. Blue bars represent the actual performance, which shows a slight increase from 2012/13 to 2014/15. Dark blue diamonds represent the target, which is consistently set at 50%. A red line represents the trend, showing a steady upward slope from approximately 8% in 2012/13 to about 55% in 2014/15.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> <th>Trend (%)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>~8</td> <td>50</td> <td>~8</td> </tr> <tr> <td>2013/14</td> <td>~45.76</td> <td>50</td> <td>~15</td> </tr> <tr> <td>2014/15</td> <td>~47.62</td> <td>50</td> <td>~55</td> </tr> </tbody> </table>						Year	Actual (%)	Target (%)	Trend (%)	2012/13	~8	50	~8	2013/14	~45.76	50	~15	2014/15	~47.62	50	~55
Year	Actual (%)	Target (%)	Trend (%)																		
2012/13	~8	50	~8																		
2013/14	~45.76	50	~15																		
2014/15	~47.62	50	~55																		

INDICATOR																				
CIS_028 (new)		Greenhouse gas emissions from Council operations																		
Responsible Officer			Performance Calculation	Reporting Frequency																
Mike Cowlam			Aim to Minimise	Years																
Outturn and Latest Performance			Performance Trend (3 Years)																	
	Value	Target	Status	Value vs Previous (%)																
20012/13	88466	77706	<span style="background-color: #f08080; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	-																
	Value	Target	Status	Value vs Previous (%)																
20013/14	84789	74174	<span style="background-color: #f08080; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	-4.1%																
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2014/15		70641		-																
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Commentary																				
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<p>The Council has committed to a 40% reduction of Greenhouse Gases (GHG) by year 2020 using 2005 as a base year. However the Council's emissions data set is only considered reliable from 2009/10. Covalent annual targets have been calculated against this base year toward the overall 2020 target. This equates to a 4% reduction year on year.</p> <p>Although a 4.1% reduction has been achieved for 2013/14 against the previous year, the overall position is of a 10,615 tonnes CO2 (equivalent) deficit.</p> <p>Emissions from electricity have been fairly stable for the past 5 years whereas gas has fluctuated in line with longer / colder winters of 2011/12, 2012/13. Dirtier fuels such as oil and coal, used to heat buildings have been phased out and replaced with gas. This has reduced emissions whilst those from transport fuel have gradually fallen each year. Gas and electricity use accounts for 33% and 54% of all emissions respectively whilst schools account for around 70% of ALL gas and electricity consumed.</p> <p>Corporate performance has fared better than schools in terms of GHG emissions. Corporate emissions from electricity have reduced by 7.9% as compared to 2012/13. Bigger reductions were achieved via emissions from gas which was 16.2% less compared with 2012/13.</p> <p>Schools electricity emission has increased by 5.4%, while gas emissions have dropped by 3.8% as compared to 2012-13.</p>																				
How does performance compare to other Councils/organisation?																				
<p>Reduction in GHGs -</p> <p>Bradford MDC 4% (2009 – 2014)  Leeds CC 15% (2008 - 2014)  Calderdale 0.1% (2008 - 2013)  Rotherham 27% (2009 – 2014)</p>																				

**What actions are being taken to improve performance?**

Projects are in the pipeline such as Saltaire Hydro and biomass schemes are being developed for delivery in later part of 2010 – 2020. These are likely to have significant impacts on CO2 reduction. These build on the progressive roll out of energy efficiency measures across the corporate estate which will yield results in the medium term. Recognition has been the performance of schools which has resulted in the Schools PV project and energy efficiency loans.

Continued investment in corporate buildings under the current financial year are as follows;

- 3 Biomass boiler projects
- 6 Solar PV installations
- building insulation projects
- 5 energy efficient lighting projects
- 1 solar thermal projects

INDICATOR																																		
CIS_044_01(BV12)		The Average Number of Working Days Lost per Employee due to Sickness Absence in Bradford Council ( <b>Including Schools</b> ) (Formerly known as BV12)																																
Responsible Officer				Performance Calculation	Reporting Frequency																													
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preventative measure rather than using Physiotherapists as an intervention to address sickness absence.

- New Managers that have had no training continue to be trained and mentored as part of a new training programme on how to manage sickness absence. More focus is also been placed on wellbeing in the workplace. Pro-active initiatives are being looked at, to try and prevent absence
- All Managers will monitor employee sickness absence levels against the corporate trigger targets in the agreed procedures.
- Management of long term sickness continues to be a focus to return people to work as speedily as possible.

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Responsible Officer				Performance Calculation	Reporting Frequency																													
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INDICATOR																																	
CIS_052		Percentage of schools where leadership is judged to be good or better																															
Responsible Officer			Performance Calculation	Reporting Frequency																													
Michael Jameson			Aim to Maximise	Quarters																													
Outturn and Latest Performance			Performance Trend																														
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<p>This is due to the increasing number of schools where leadership has been judged to be requiring improvement under the new framework. It is also due to the fact that the LA had to intervene in some schools and set up an IEB due to weak governance.</p>																																	
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<p>Many of the school partnerships offer a range of leadership development programmes aimed at improving leadership.</p>																																	
<p>The secondary, primary and special schools partnerships are using school reviews, led by an external consultant and supported by peer head teachers, to help leaders further develop their self evaluation skills.</p>																																	
<p>All RI schools have a named LA Achievement Officer who offers support and challenge to the leaders.</p>																																	
<p>The LA is working with Governors to introduce Executive Headships in schools which are failing to recruit a substantive Headteacher.</p>																																	

Indicator																															
CS_N15a	Initial Child Protection Case Conferences held within 15 working days of the start of the s.47 enquiries																														
Responsible Officer	Performance Calculation & Reporting Frequency																														
Michael Jameson	Aim to Maximise Months																														
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<p>The reported figure is an annual result at August of each year (reported outturn represents the previous 12 month period at any given point). Awareness of this problem has lead to an improvement project which has been running since May 2014, including provision of additional resource. Since that point in time performance on a monthly basis has steadily increased to 83.33% (monthly performance for September 2014).</p> <p>This current monthly performance figure is 3.33% above the local target and 13.33% above the national average, however even if this performance improvement were to continue at it's current rate or better, it will statistically be a matter of some months before the annual (12 month rolling) figure will have reached the corporate target.</p>																															
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<p>The average performance across English Councils is 70%. This area of local practice was identified by Ofsted inspection as "Requiring Improvement".</p>																															
<b>What actions are being taken to improve performance?</b>																															
<p>Additional staffing was provided since May 2014. This Improvement Project will run until the end of November and has been designed to address systemic inefficiencies.</p>																															
<p><b>Please note that if you look at the outturn of this indicator for just the last 4 months, the average number of ICPCs held within 15 working days is 77.9%.</b></p> <p>The indicator is an annual one. It will take some lead in time for improved bi-weekly performance figures (Currently at 88%) to impact on the annual out-turn.</p>																															

**Reserves Statement as at 30 September 2014**
**Annex 4**

	<b>Opening Balance £000</b>	<b>Movement in 2014-15 £000</b>	<b>Closing Balance £000</b>	<b>Comments</b>
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	30,963	-668	30,295	The approved 2014-15 Budget used £0.7m of unallocated reserves
<b>Total available Unallocated Corporate Reserves</b>	<b>30,963</b>	<b>-668</b>	<b>30,295</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
Employment Opportunities fund	3,720	0	3,720	Funding to support young and disadvantaged people into employment
Managed severance	4,093	0	4,093	Money to meet termination costs in the years beyond 2016-17.
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
Waste Collection and Disposal Options	4,433	0	4,433	A Trade Waste VAT claim resulted in a £4.4m reimbursement. This has been set aside to address future Waste Collection and Disposal costs
PFI credits reserve	4,627	0	4,627	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,321	-151	1,170	To mitigate and smooth the impact of any future increases in insurance premiums.
Industrial Centres of Excellence	32	0	32	
Sports Strategy	137	0	137	
Single Status	128	-104	24	To complete full implementation of Single Status
Capital Feasibility Studies	273	0	273	
Carbon intervention	1,842	0	1,842	To be spent on carbon efficiency measures over a number of years.
Transformation Programme	193	180	373	To fund transformational activity in 2014-15
Better Use of Budgets 2013-14	6,985	-6,985	0	Expenditure deferred from 2013-14 to enable projects and activities to be completed in 2014-15
LABGI monies	768	0	768	
Regional Growth Fund	7,000	0	7,000	
Regional Revolving Investment Fund	3,956	0	3,956	Money set aside in 2013-14 carried forward to meet the Council's commitment to the

	<b>Opening Balance £000</b>	<b>Movement in 2014-15 £000</b>	<b>Closing Balance £000</b>	<b>Comments</b>
Discretionary Social Fund	868	700	1,568	Regional Revolving Investment Fund.
Health Integration Reserves	222	0	222	
<b>Sub Total</b>	<b>42,598</b>	<b>-6,360</b>	<b>36,238</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	12,958	-250	12,708	Funding used to support the capital investment programme.
Markets	1,220	0	1,220	Cumulative Market trading surplus's to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>14,178</b>	<b>-250</b>	<b>13,928</b>	
<b>D. Service Earmarked Reserves</b>	<b>25,950</b>	<b>-4,059</b>	<b>21,891</b>	See Appendix 2
<b>E. Revenue Grant Reserves</b>	<b>12,209</b>	<b>-9,131</b>	<b>3,078</b>	
<b>F General Reserves</b>				
General Fund	10,803	0	10,803	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	40,511	-4,000	36,511	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools. £4.0m used to support Children's Services in 2014-15.
<b>Sub total General Fund Reserve &amp; School balances</b>	<b>51,314</b>	<b>-4,000</b>	<b>47,314</b>	
<b>Grand total</b>	<b>177,212</b>	<b>-24,468</b>	<b>152,744</b>	

**Departmental Earmarked Reserves Statement as at 30 September 2014**

**Annex 5**

	<b>Opening Balance £000</b>	<b>Movement in 2014-15 £000</b>	<b>Latest Balance £000</b>	<b>Comments</b>
<b>Adult and Community Services</b>				
Supporting People	2,065	-325	1,740	Funding to support invest to save projects
Integrated Care	4,618	-3,418	1,200	NHS monies used to support ring fenced projects in 2014-15 and integration of health and social care
Great Places to Grow Old	400	-327	73	Funding to cover management and staffing costs linked to the transformation of services for older people.
<b>Total Adult and Community Services</b>	<b>7,083</b>	<b>-4,070</b>	<b>3,013</b>	
<b>Children Services</b>				
BSF Unitary Charge	5,737	0	5,737	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	4,048	0	4,048	See above
Dilapidation	1,000	0	1,000	At the end of a lease on a building, the Council will be liable for any dilapidations of the building.
BSF Phase 3 Local Education Partnership	100	0	100	To cover any residual costs following the cessation of Phase 3 of the BSF programme.
BSF Reserve for Legal Costs	400	0	400	Legal costs in support of contract management.
Children's Planned Underspend	1,500	-950	550	2013-14 underspend of £1.5m included as part of Children's Services saving proposals in 2014-15. Planned underspend in 2014-15 carried forward to meet 2015-16 savings.
The Innovation Centres	424	0	424	The Innovation Centres were formerly run by Schools and transferred to children's Services in 2013-14, The reserve covers the cost of service provision in 2014-15
Lidget Moor YC	27	0	27	To support Youth Services in Lidget Green Area
<b>Total Children</b>	<b>13,236</b>	<b>-950</b>	<b>12,286</b>	

	<b>Opening Balance £000</b>	<b>Movement in 2014-15 £000</b>	<b>Latest Balance £000</b>	<b>Comments</b>
<b>Finance</b>				
Non Council Events programme	150	-5	145	To support events put on by non Council Departments in 2014-15.
Community Support and Innovation Fund	600	-100	500	To support community led service provision and investment in initiatives that engage with vulnerable people.
ICT – Virtual Desktop Implementation	261	-261	0	To be spent in 2014-15 on the virtual desktop project
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
<b>Total Finance</b>	<b>1,611</b>	<b>-366</b>	<b>1,245</b>	
<b>Environment and Sport</b>				
Marley pitch replacement	305	0	305	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
Waste disposal procurement	341	0	341	Set aside to meet Departmental costs associated with delivering a Waste Management solution
Tour De France	363	-363	0	To meet the Council's share of the Tour De France costs
Customer Service Strategy	0	1,200	1,200	
Taxi Licensing	364	0	364	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
<b>Total Environment and Sport</b>	<b>1,373</b>	<b>837</b>	<b>2,210</b>	
<b>Regeneration and Culture</b>				
District Tenants Federation	112	-82	30	Funding committed to provide support to District Tenants Federation
Clergy House	0	600	600	To fund the capital costs of developing a new temporary housing scheme.
Empty Homes	0	125	125	To support the ongoing programme to bring empty homes back into use
Stock Condition	0	95	95	Funding to procure a Stock Condition Survey which is expected to be completed in 2014-15.
Social Lettings	0	9	9	To undertake a feasibility study for a Social lettings Agency.

	<b>Opening Balance</b> £000	<b>Movement in 2014-15</b> £000	<b>Latest Balance</b> £000	<b>Comments</b>
Council Housing Reserve	244	0	244	To meet future costs associated with later stages of the affordable housing programme
NASS contract	674	-674	0	Transitional funding for homelessness and housing initiatives. £200k committed as part of 2014-15 budget process and balance redesignated.
Homelessness prevention	300	215	515	To fund initiatives to prevent Homelessness.
Housing Development Programme	147	0	147	Fee income generated to be used to subsidise the delivery of projects in future years.
Art Fund	12	0	12	
HLF Building Maintenance	10	0	10	A condition of the HLF grant is that an asset management programme is in place to maintain Manningham Library to a specified standard.
Blue Plaques	10	0	10	For the installation of Blue Plaques
Bradford Industrial Museum Roof	6	0	6	
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Saltaire Tourist Information Centre	15	0	15	
City Park Sinking Fund	175	120	295	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	0	257	257	
<b>Total Regeneration and Culture</b>	<b>1,715</b>	<b>665</b>	<b>2,380</b>	

### **Human Resources**

Schools Traded HR Reserves	106	0	106	To mitigate the risk of changes in customer base.
Business Support Centre	509	-27	482	To fund changes to business support arrangements
Apprenticeships NEETS	62	-62	0	To support the ongoing NEETS programme.

### **Total Human Resources**

<b>City Solicitor</b>				
District Elections	255	-85	170	
<b>Total Service Earmarked Reserves</b>	<b>25,950</b>	<b>-4,059</b>	<b>21,891</b>	

## Annex 6

**Table 1: Core Business Items/Proposed Fee Revisions**

Item	Calderdale	Wakefield	Kirklees	Leeds	Bradford	Proposed
<b>Skips</b> Licence to place a skip on the public Highway for 28 days.	£25.00	£25.00	£35.00	£16.80	£10.00	<b>£25.00</b>
<b>Illegal Skips</b> Skips deposited on the highway with no prior notification/licence	No Info	50.50	£44.00	£60	£80.00	<b>£105.00*</b>
<b>Non Compliant Skips</b> Skips that are licensed but are found to fail to meet the criteria of the licence in terms of markings/lighting/positioning and safety criteria	No Info	No Info	No Info	No Info	N/A	<b>£20.00**</b>
<b>Scaffolds &lt;5.5m High</b> Scaffold affecting the public highway	£95.00	£75.00	£86.00	£77.90	£45.00	<b>£75.00</b>
<b>Scaffolds &gt; 5.5m High</b> Scaffold affecting the public highway where regulatory safety calculations/dedicated inspection may be necessary	No Info	No Info	No Info	No Info	£75.00	<b>£155.00</b>
<b>Roadside Hoardings</b> Hoardings bordering/affecting passage of traffic/pedestrians on the highway (per street)	£135.00	£75.00	£86.00	£132.00	£45.00	<b>£75.00</b>
<b>S.50</b> Licence to place or retain apparatus in the street (sewer connections, temporary footway crossings etc)	£250.00	£250.00	£258.00	£320.90	£235.00	<b>£275.00</b>
<b>Vehicle Crossings</b> Administrative fee for applications	£18.50	£45.00	£123.00	£25.80	N/A	<b>£25.00</b>
<b>Vehicle Crossings</b> Fee for inspection	No Info	No Info	No Info	No Info	N/A	<b>£50.00</b>
<b>Building Materials on the Highway</b> Fee for allowing the placing of materials on the highway temporarily subject to safety criteria	N/A	£75.00	£78.00	£77.90	N/A	<b>£75.00</b>

\* Includes retrospective fee for the skip and administrative charge

\*\* Proposed as per item that does not comply with the relevant licence condition

**Table 2: Proposed Items for Fee Development**

<b>Item</b>	<b>Description</b>	<b>Timescale for development and implementation</b>
<b>Clothing Banks</b>	Licence to allow the positioning of clothing banks on the public highway for a set period of time and ensure compliance with Highway Obstruction legislation.  Already a delegated power, charges not currently taken up	By December 2014
<b>Filming</b>	Permit to allow filming on the Public Highway, including associated road closure costs.  May require further executive discussion and policy decision	March 2015
<b>Events</b>	Fee for administering/checking traffic management proposals for non-civic/national events and marches on the public Highway  May require further executive discussion and policy decision	March 2015
<b>Access Platforms</b>	Fee for allowing the positioning of raised access platforms on the public highway  Already a delegated power, charges not currently taken up	By December 2014
<b>RASWA FPN's</b>	Fixed Penalty Notices for inconsistent/incorrectly submitted notice Roads and Streetworks Act data for works carried out on the public highway by statutory undertakers working on the non-permit road network  Already a delegated power but with fees not currently taken up  Fees are £120 per FPN reduced to £80 if paid within 29 calendar days.	By December 2014