

# **Report of the Director of Finance to the meeting of Full Council to be held on 20<sup>th</sup> February 2014**

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**DOCUMENT L**

**Subject:**

**The Council's Revenue Estimates for 2014-15 and 2015-16**

**Summary statement:**

**The report provides Members with updated details of the Council's Revenue Estimates for 2014-15 and 2015-16.**

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**City of Bradford  
Metropolitan District Council**



Suzan Hemingway, City Solicitor

## **THE COUNCIL'S REVENUE ESTIMATES FOR 2014-15 and 2015-16**

### **1.0 PURPOSE**

1.1 This report proposes the updated estimates of net revenue expenditure as recommended by Executive on 18 February 2014 for approval as the Council's balanced revenue budget for 2014-15 and 2015-16.

It also forecasts the revenue position for 2016-17.

1.2 The revenue estimates are part of the overall budget proposal for the Council which includes:

- the recommended Capital Investment Plan (Executive 18 February Document BJ)
- the allocation of the Schools Budget (Executive 18 February Document BH).

1.3 This report is submitted to inform the decisions of the Budget Council on the setting of the 2014-15 and 2015-16 budget and the Council Tax for 2014-15, as required by Article 4 of the Council's Constitution.

1.4 It should be noted that the 2015-16 budget, as set out in this document, will need to be adjusted in the light of further national and local events and decisions prior to the setting of the 2015-16 Council Tax.

### **2.0 PROPOSED REVENUE BUDGET 2014-15 and 2015-16**

2.1 The balanced 2014-15 and 2015-16 revenue budgets are predicated on total available resources (Council Tax income, Business Rates income, general government grant and use of reserves) of £420.552m in 2014-15 and £391.613m in 2015-16.

2.2 Although the Business Rate forecast is in total the same as approved by Executive on 14<sup>th</sup> January 2014, following subsequent Government announcements the composition of the total has changed. The Council will retain locally less Business Rates as a result of the new Business Rate discounts announced in the Autumn Statement but in return will be compensated for this reduction by the Government through a Section 31 Grant.

2.3 The total expenditure takes account of changes to the underlying (base) levels of expenditure at the start of each year arising from:

- The net effect of previous years' policy decisions
- Provision for pay and price increases
- The impact on the Council's funding arising from 2014 -15 Local Government Settlement
- Council's decisions about changes to Council Tax
- Additional expenditure to deal with recurrent Service pressures, predominantly

- in respect of demographic trends in Adult and Community Services and reduced income targets in Regeneration and Culture
  - One-off investment in other services
  - Service, non Service and cross-council savings.
- 2.4 The summary position is shown at Appendix A, with further detail in Appendices B to F on:
  - Ongoing and non recurrent investments (Appendix B and C)
  - Service savings (Appendix D)
  - Additional saving proposals ( Appendix E)
  - Application of reserves to finance targeted non-recurrent and transitional activity, and the resulting corporate reserve balances (Appendix F).
- 2.5 Executive has recommended a 2014-15 and 2015-16 budget to Council following their consideration of the feedback received to date from the ongoing consultation processes with the public, other interested parties and stakeholders, staff and Trade Unions and consideration of equality issues on the Council's Budget Proposals.
- 2.6 The projections for 2016-17 taking into account the full year effect of the 2014-15 and 2015-16 budgets, show a deficit of £7.608m being addressed through the use of Corporate Reserves in 2016-17.
- 2.7 After re-designating £9.037m earmarked reserves and taking into account an estimated £4.0m increase in corporate reserves during 2013-14, corporate reserves are forecast to stand at £30.241m at 31<sup>st</sup> March 2014 (Appendix F).
- 2.8 The projected use of £27.469m of reserves over the period 1 April 2014 to 31 March 2017 (£23.269m of which are corporate reserves) would leave an estimated £6.972m of corporate reserves available to support future budget decisions. (Appendix F). The risks associated with this position and an assessment of the adequacy of reserves is discussed in the separate Section 151 Officer's report (Doc M).

### **3.0 COUNCIL TAX IMPLICATIONS**

- 3.1 In setting the Council Tax for 2014-15, Council will have regard to the Council Tax base approved by the Executive on 14 January 2014. The Council will also wish to note the precepts of the parish and town councils, of the West Yorkshire Fire and Rescue Authority and the Police and Crime Commissioner for West Yorkshire.

### **4.0 MATTERS RELATING TO 2014-15 FINANCIAL POSITION**

- 4.1 The 2014-15 financial position is contingent upon the 2013-14 audited outturn. Council is therefore asked to give the Director of Finance authority to secure the best position for the Council in respect of the two years in preparing the Final Accounts for 2013-14.

## **5.0 RISK MANAGEMENT**

- 5.1 The risks associated with the budget and financial outlook for the Council are considered within the Director of Finance's Section 151 Budget Report (Document M).

## **6.0 LEGAL APPRAISAL**

- 6.1 It is necessary to ensure that Council has comprehensive information when considering the recommendations made by Executive at their meeting on 18 February 2014 on a budget for 2014-2015 and 2015-2016. The reports on Budget 2014-16 Engagement and Consultation Programme - Executive Report 4 February 2014 (Doc BB) and the Budget Council Addendum to 2014-16 Engagement and Consultation Programme inform Council of the feedback received in the public consultation process, and Members must have regard to this information in considering budget recommendations.

## **7.0 OTHER IMPLICATIONS**

### **7.1 EQUAL RIGHTS**

- 7.1.1 The equality implications of the budget proposals are highlighted in the separate Budget 2014-16 Engagement and Consultation Programme - Executive Report 4 February 2014 (Doc BB) and in the Budget Council Addendum to 2014-16 Engagement and Consultation Programme. In addition a Corporate Workforce Equality Impact Assessment has been undertaken on the Council's initial budget proposals. This together with the trade unions' initial feedback on the Assessment, was presented to the meeting of Executive on 4 February 2014 as Appendices 11 and 12 to the report on the Interim Trade Union feedback on the Council's initial budget proposals (Document BC). Subsequent trade union feedback is set out in an addendum to Executive on 18 February.

### **7.2 SUSTAINABILITY IMPLICATIONS**

- 7.2.1 There are no direct sustainability implications resulting from this report.

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

- 7.3.1 There are no direct greenhouse gas emissions implications resulting from this report.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

- 7.4.1 Community safety implications of specific budget proposals— are highlighted in a separate report presented to the meeting of Executive on 4 February 2014 at paragraph 9.4 (Documents BB).

### **7.5 HUMAN RIGHTS ACT**

- 7.5.1 There are no human rights implications resulting from this report.

## **7.6 TRADE UNION**

7.6.1 The Trade Union feedback on the Council's budget proposals is detailed in a separate report presented to the meeting of Executive on 4 February 2014 (Document BC). An update to that report is set out in an addendum to the meeting of Executive on 18 February.

## **7.7 WARD IMPLICATIONS**

7.7.1 There are no direct ward implications resulting from this report.

## **7.8 NOT FOR PUBLICATION DOCUMENTS**

7.8.1 None.

## **8.0 RECOMMENDATIONS**

**That Council adopt the following recommendations made by Executive on 18 February 2014:**

### **8.1 REVENUE ESTIMATES 2014-15**

- (a) That the Base Revenue Forecast of £440.561m for 2014-15 and £449.344m for 2015-16 as set out in the Council report Document "L" be approved.
- (b) That Council Document "L" and the consequent investment of £11.196m in 2014-15 and investment of £11.715m in 2015-16 are approved.
- (c) That Council Document "L" and the service savings and additional income of £31.205m in 2014-15 and £69.446m in 2015-16 are approved.
- (d) That it be noted that within the revenue budget there is a contribution of £4.868m from revenue reserves in 2014-15 and £14.993m in 2015-16.
- (e) That the comments of the Director of Finance set out in the Council Report Document "M" on the robustness of the estimates and the adequacy of reserves taking account of the decisions made at 8.1(a) to (c) above be noted.

### **8.2 PROPOSED COUNCIL TAX 2014-15**

8.2.1 That it be noted that the projected council tax base and expenditure forecasts outlined in Council Document "L" together with the 2014-15 resources and the budget variations approved at 8.1(b) and 8.1(c) above produce a proposed Band D council tax of £1,133.97 for 2014-15.

### **8.3 PAYMENT DATES FOR COUNCIL TAX AND NATIONAL NON-DOMESTIC RATES**

8.3.1 That the first instalment date for payment of National Non-Domestic Rates and

Council Tax shall be specified by the Director of Finance.

#### **8.4 DELEGATION TO OFFICERS**

8.4.1 That for the avoidance of doubt and without prejudice to any of the powers contained in Article 14 of Part 2 of the Council's Constitution on the Function of Officers, the Director of Finance shall have full delegated powers to act on behalf of the Council on all matters relating to the Council Tax, Non-Domestic Rates and Accounts Receivable Debtors including (without prejudice to the generality of the delegation) assessments, determinations, recovery, enforcement and, in accordance with the statutory scheme, full delegated powers to act on behalf of the Council with regard to all aspects of the granting of Discretionary and Hardship Rate Relief to qualifying ratepayers.

#### **8.5 PREPARATION OF ACCOUNTS**

- (a) That in preparing the Final Accounts for 2013-14, the Director of Finance is empowered to take appropriate steps to secure the best advantage for the Council's financial position.
- (b) That the Director of Finance be empowered to deal with items which involve the transfer of net spending between the financial years 2013-14 and 2014-15 in a manner which secures the best advantage for the Council's financial position.
- (c) That the Director of Finance reports any action taken in pursuance of 8.5(a) and 8.5 (b) above when reporting on the Final Accounts for 2013-14.

#### **9.0 COUNCIL TAX REQUIREMENT 2014-15**

- (a) That the council tax base figures for 2014-15 calculated by the Council at its meeting on 14th January 2014 in respect of the whole of the Council's area and individual parish and town council areas be noted.
- (b) That the only special items for 2014-15 under Section 35 of the Local Government Finance Act 1992 are local parish and town council precepts and no expenses are to be treated as special expenses under Section 35(1) (b) of that Act.
- (c) That the Council Tax Requirement, excluding parish and town council precepts, be calculated as follows:

|  |                       |
|--|-----------------------|
| <b>Gross expenditure</b>   | <b>£1,308,588,578</b> |
| <b>Income</b>  | <b>£1,163,178,350</b> |
| <b>Council Tax requirement</b>                                   | <b>£145,410,228</b>   |
| <b>Council tax base</b>  | <b>127,170</b>        |
| <b>Basic amount of council tax</b>                               | <b>£1,143.43</b>      |
| <b>Adjustment in respect of parish and town council precepts</b> | <b>£ 9.46</b>         |
| <b>Basic amount excluding parish and town councils</b>           | <b>£1,133.97</b>      |

- (d) That the precepts of parish and town councils be noted and the resulting basic council tax amounts for particular areas of the Council be calculated as follows:

| <u>Parish or Town Council Area</u> | <u>Local Precept</u><br>£ | <u>Council Tax Base</u> | <u>Parish/Town Council Tax</u><br>£ | <u>Whole Area Council Tax</u><br>£ | <u>Basic Council Tax Amount</u><br>£ |
|------------------------------------|---------------------------|-------------------------|-------------------------------------|------------------------------------|--------------------------------------|
| Addingham                          | 40,650                    | 1,626                   | 25.00                               | 1,133.97                           | 1,158.97                             |
| Baildon                            | 90,281                    | 5,893                   | 15.32                               | 1,133.97                           | 1,149.29                             |
| Burley                             | 39,025                    | 2,845                   | 13.72                               | 1,133.97                           | 1,147.69                             |
| Clayton                            | 27,213                    | 2,283                   | 11.92                               | 1,133.97                           | 1,145.89                             |
| Cullingworth                       | 13,832                    | 1,036                   | 13.35                               | 1,133.97                           | 1,147.32                             |
| Denholme                           | 17,590                    | 1,010                   | 17.42                               | 1,133.97                           | 1,151.39                             |
| Harden                             | 7,800                     | 780                     | 10.00                               | 1,133.97                           | 1,143.97                             |
| Haworth, Crossroads and Stanbury   | 42,201                    | 2,110                   | 20.00                               | 1,133.97                           | 1,153.97                             |
| Ilkley                             | 160,093                   | 6,659                   | 24.04                               | 1,133.97                           | 1,158.01                             |
| Keighley                           | 583,914                   | 13,678                  | 42.69                               | 1,133.97                           | 1,176.66                             |
| Menston                            | 16,408                    | 2,051                   | 8.00                                | 1,133.97                           | 1,141.97                             |
| Oxenhope                           | 14,495                    | 968                     | 14.97                               | 1,133.97                           | 1,148.94                             |
| Sandy Lane                         | 14,940                    | 830                     | 18.00                               | 1,133.97                           | 1,151.97                             |
| Silsden                            | 46,547                    | 2,711                   | 17.17                               | 1,133.97                           | 1,151.14                             |
| Steeton with Eastburn              | 39,155                    | 1,362                   | 28.75                               | 1,133.97                           | 1,162.72                             |
| Wilsden                            | 34,370                    | 1,589                   | 21.63                               | 1,133.97                           | 1,155.60                             |
| Wrose                              | 15,015                    | 2,002                   | 7.50                                | 1,133.97                           | 1,141.47                             |
| <b>Total of all local precepts</b> | <b>1,203,529</b>          |                         |                                     |                                    |                                      |

- (e) That the council tax amounts for dwellings in different valuation bands in respect of the Council's budget requirement, taking into account parish and town council precepts applicable to only part of the Council's area, be calculated as follows:

|  | Council Tax Amount for Each Valuation Band |                    |                    |                    |                    |                    |                    |                    |
|--|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | <u>Band A</u><br>£                         | <u>Band B</u><br>£ | <u>Band C</u><br>£ | <u>Band D</u><br>£ | <u>Band E</u><br>£ | <u>Band F</u><br>£ | <u>Band G</u><br>£ | <u>Band H</u><br>£ |
| All parts of the Council's area other than those below | 755.98                                     | 881.98             | 1,007.97           | 1,133.97           | 1,385.96           | 1,637.96           | 1,889.95           | 2,267.94           |
| The parish and town council areas of:                  |  |                    |                    |                    |                    |                    |                    |                    |
| Addingham  | 772.65                                     | 901.42             | 1,030.20           | 1,158.97           | 1,416.52           | 1,674.07           | 1,931.62           | 2,317.94           |
| Baildon  | 766.19                                     | 893.89             | 1,021.59           | 1,149.29           | 1,404.69           | 1,660.09           | 1,915.48           | 2,298.58           |
| Burley   | 765.13                                     | 892.65             | 1,020.17           | 1,147.69           | 1,402.73           | 1,657.77           | 1,912.82           | 2,295.38           |
| Clayton  | 763.93                                     | 891.25             | 1,018.57           | 1,145.89           | 1,400.53           | 1,655.17           | 1,909.82           | 2,291.78           |
| Cullingworth   | 764.88                                     | 892.36             | 1,019.84           | 1,147.32           | 1,402.28           | 1,657.24           | 1,912.20           | 2,294.64           |
| Denholme   | 767.59                                     | 895.53             | 1,023.46           | 1,151.39           | 1,407.25           | 1,663.12           | 1,918.98           | 2,302.78           |
| Harden   | 762.65                                     | 889.75             | 1,016.86           | 1,143.97           | 1,398.19           | 1,652.40           | 1,906.62           | 2,287.94           |
| Haworth, Crossroads and Stanbury                       | 769.31                                     | 897.53             | 1,025.75           | 1,153.97           | 1,410.41           | 1,666.85           | 1,923.28           | 2,307.94           |
| Ilkley   | 772.01                                     | 900.67             | 1,029.34           | 1,158.01           | 1,415.35           | 1,672.68           | 1,930.02           | 2,316.02           |
| Keighley   | 784.44                                     | 915.18             | 1,045.92           | 1,176.66           | 1,438.14           | 1,699.62           | 1,961.10           | 2,353.32           |
| Menston  | 761.31                                     | 888.20             | 1,015.08           | 1,141.97           | 1,395.74           | 1,649.51           | 1,903.28           | 2,283.94           |
| Oxenhope   | 765.96                                     | 893.62             | 1,021.28           | 1,148.94           | 1,404.26           | 1,659.58           | 1,914.90           | 2,297.88           |
| Sandy Lane   | 767.98                                     | 895.98             | 1,023.97           | 1,151.97           | 1,407.96           | 1,663.96           | 1,919.95           | 2,303.94           |
| Silsden  | 767.43                                     | 895.33             | 1,023.24           | 1,151.14           | 1,406.95           | 1,662.76           | 1,918.57           | 2,302.28           |
| Steeton with Eastburn                                  | 775.15                                     | 904.34             | 1,033.53           | 1,162.72           | 1,421.10           | 1,679.48           | 1,937.87           | 2,325.44           |
| Wilsden  | 770.40                                     | 898.80             | 1,027.20           | 1,155.60           | 1,412.40           | 1,669.20           | 1,926.00           | 2,311.20           |
| Wrose  | 760.98                                     | 887.81             | 1,014.64           | 1,141.47           | 1,395.13           | 1,648.79           | 1,902.45           | 2,282.94           |

- (f) That it be noted that for the year 2014 - 15 the Police and Crime Commissioner for West Yorkshire has issued the following precepts and the West Yorkshire Fire and Rescue Authority is meeting on 21st February to determine their precept which is proposed as set out below:



| <u>Precept Amount</u><br>£                                     | <u>Council Tax Amount for Each Valuation Band</u> |                    |                    |                    |                    |                    |                    |                    |
|--|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | <u>Band A</u><br>£                                | <u>Band B</u><br>£ | <u>Band C</u><br>£ | <u>Band D</u><br>£ | <u>Band E</u><br>£ | <u>Band F</u><br>£ | <u>Band G</u><br>£ | <u>Band H</u><br>£ |
| <b><u>West Yorkshire Fire and Rescue Authority</u></b>         |   |                    |                    |                    |                    |                    |                    |                    |
| 7,299,562  | 38.27   | 44.64              | 51.02              | 57.40              | 70.16              | 82.91              | 95.67              | 114.80             |
| <b><u>Police and Crime Commissioner for West Yorkshire</u></b> |   |                    |                    |                    |                    |                    |                    |                    |
| 17,574,780   | 92.13   | 107.49             | 122.84             | 138.20             | 168.91             | 199.62             | 230.33             | 276.40             |

- (g) That having calculated the aggregate in each case of the amounts at (e) and (f) above, the Council set the following amounts of council tax for 2014-15 in each of the categories of dwellings shown below:

|   | <u>Band A</u><br>£ | <u>Band B</u><br>£ | <u>Band C</u><br>£ | <u>Band D</u><br>£ | <u>Band E</u><br>£ | <u>Band F</u><br>£ | <u>Band G</u><br>£ | <u>Band H</u><br>£ |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>All parts of the Council's area other than those below</b> | 886.38             | 1,034.11           | 1,181.83           | 1,329.57           | 1,625.03           | 1,920.49           | 2,215.95           | 2,659.14           |
| <b>The parish and town council areas of:</b>                  |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Addingham</b>  | 903.05             | 1,053.55           | 1,204.06           | 1,354.57           | 1,655.59           | 1,956.60           | 2,257.62           | 2,709.14           |
| <b>Baildon</b>  | 896.59             | 1,046.02           | 1,195.45           | 1,344.89           | 1,643.76           | 1,942.62           | 2,241.48           | 2,689.78           |
| <b>Burley</b>   | 895.53             | 1,044.78           | 1,194.03           | 1,343.29           | 1,641.80           | 1,940.30           | 2,238.82           | 2,686.58           |
| <b>Clayton</b>  | 894.33             | 1,043.38           | 1,192.43           | 1,341.49           | 1,639.60           | 1,937.70           | 2,235.82           | 2,682.98           |
| <b>Cullingworth</b>   | 895.28             | 1,044.49           | 1,193.70           | 1,342.92           | 1,641.35           | 1,939.77           | 2,238.20           | 2,685.84           |
| <b>Denholme</b>   | 897.99             | 1,047.66           | 1,197.32           | 1,346.99           | 1,646.32           | 1,945.65           | 2,244.98           | 2,693.98           |
| <b>Harden</b>   | 893.05             | 1,041.88           | 1,190.72           | 1,339.57           | 1,637.26           | 1,934.93           | 2,232.62           | 2,679.14           |
| <b>Haworth, Crossroads and Stanbury</b>                       | 899.71             | 1,049.66           | 1,199.61           | 1,349.57           | 1,649.48           | 1,949.38           | 2,249.28           | 2,699.14           |
| <b>Ilkley</b>   | 902.41             | 1,052.80           | 1,203.20           | 1,353.61           | 1,654.42           | 1,955.21           | 2,256.02           | 2,707.22           |
| <b>Keighley</b>   | 914.84             | 1,067.31           | 1,219.78           | 1,372.26           | 1,677.21           | 1,982.15           | 2,287.10           | 2,744.52           |
| <b>Menston</b>  | 891.71             | 1,040.33           | 1,188.94           | 1,337.57           | 1,634.81           | 1,932.04           | 2,229.28           | 2,675.14           |
| <b>Oxenhope</b>   | 896.36             | 1,045.75           | 1,195.14           | 1,344.54           | 1,643.33           | 1,942.11           | 2,240.90           | 2,689.08           |
| <b>Sandy Lane</b>   | 898.38             | 1,048.11           | 1,197.83           | 1,347.57           | 1,647.03           | 1,946.49           | 2,245.95           | 2,695.14           |
| <b>Silsden</b>  | 897.83             | 1,047.46           | 1,197.10           | 1,346.74           | 1,646.02           | 1,945.29           | 2,244.57           | 2,693.48           |
| <b>Steeton with Eastburn</b>                                  | 905.55             | 1,056.47           | 1,207.39           | 1,358.32           | 1,660.17           | 1,962.01           | 2,263.87           | 2,716.64           |
| <b>Wilsden</b>  | 900.80             | 1,050.93           | 1,201.06           | 1,351.20           | 1,651.47           | 1,951.73           | 2,252.00           | 2,702.40           |
| <b>Wrose</b>  | 891.38             | 1,039.94           | 1,188.50           | 1,337.07           | 1,634.20           | 1,931.32           | 2,228.45           | 2,674.14           |

- (h) That Council notes the movement in Band D equivalent charges for 2014-15 over 2013-14 as set out in the table below.

|   | Council Tax<br>2014-15<br>Band D<br>Equivalent | Council Tax<br>2013-14<br>Band D<br>Equivalent | Percentage change<br>2014-15 on 2013-14 |
|---|--|--|---|
| <b>Bradford Metropolitan District Council</b>           | <b>1,133.97</b>                                | <b>1,116.11</b>                                | <b>1.6%</b>                             |
| <b>West Yorkshire Fire and Rescue Authority</b>         | <b>57.40</b>                                   | <b>57.40</b>                                   | <b>0.0%</b>                             |
| <b>Police and Crime Commissioner for West Yorkshire</b> | <b>138.20</b>                                  | <b>135.50</b>                                  | <b>1.99%</b>                            |
| <b>Local (Parish Council) Precepts:</b>                 |  |  |   |
| <b>Addingham</b>  | <b>25.00</b>                                   | <b>25.00</b>                                   | <b>0.0%</b>                             |
| <b>Baildon</b>  | <b>15.32</b>                                   | <b>15.32</b>                                   | <b>0.0%</b>                             |
| <b>Burley</b>   | <b>13.72</b>                                   | <b>12.76</b>                                   | <b>7.5%</b>                             |
| <b>Clayton</b>  | <b>11.92</b>                                   | <b>11.92</b>                                   | <b>0.0%</b>                             |
| <b>Cullingworth</b>                                     | <b>13.35</b>                                   | <b>13.19</b>                                   | <b>1.2%</b>                             |
| <b>Denholme</b>   | <b>17.42</b>                                   | <b>17.37</b>                                   | <b>0.3%</b>                             |
| <b>Harden</b>   | <b>10.00</b>                                   | <b>10.00</b>                                   | <b>0.0%</b>                             |
| <b>Haworth etc</b>                                      | <b>20.00</b>                                   | <b>20.00</b>                                   | <b>0.0%</b>                             |
| <b>Ilkley</b>   | <b>24.04</b>                                   | <b>19.60</b>                                   | <b>22.7%</b>                            |
| <b>Keighley</b>   | <b>42.69</b>                                   | <b>41.94</b>                                   | <b>1.8%</b>                             |
| <b>Menston</b>  | <b>8.00</b>                                    | <b>8.00</b>                                    | <b>0.0%</b>                             |
| <b>Oxenhope</b>   | <b>14.97</b>                                   | <b>15.16</b>                                   | <b>-1.2%</b>                            |
| <b>Sandy Lane</b>                                       | <b>18.00</b>                                   | <b>18.00</b>                                   | <b>0.0%</b>                             |
| <b>Silsden</b>  | <b>17.17</b>                                   | <b>17.66</b>                                   | <b>-2.8%</b>                            |
| <b>Steeton/ Eastburn</b>                                | <b>28.75</b>                                   | <b>28.75</b>                                   | <b>0.0%</b>                             |
| <b>Wilsden</b>  | <b>21.63</b>                                   | <b>11.05</b>                                   | <b>95.7%</b>                            |
| <b>Wrose</b>  | <b>7.50</b>                                    | <b>7.50</b>                                    | <b>0.0%</b>                             |

## 10.0 BACKGROUND DOCUMENTS

- 10.1 Budget 2014-15 and financial outlook to 2016-17 - Executive Report 5 November 2013
- 10.2 2014-15 and 2015-16 Budget Update – Executive Report 4 February 2013 (Doc BA)
- 10.3 Budget 2014-16 Engagement and Consultation Programme - Executive Report 4 February 2014 (Doc BB) and Budget Council Report Addendum to the Budget 2014-16 Engagement and Consultation Programme.
- 10.4 Interim Trade Union Feedback on the Council's Initial Draft Budget Proposals for 2014-15 - Executive Report 4 February 2014 (Doc BC) and Executive 18 February Addendum. (Appendix 10 is marked not for publication on the grounds that it contains exempt information within paragraph 4 (Labour Relations, Consultations or Negotiations) of Schedule 12A of the Local Government Act 1972 (as amended). The public interest in applying this exemption outweighs the public interest in disclosing the information.

10.5 The Council's Revenue Estimates for 2014-15 and 2015-16 – Executive 18 February 2014 – (Doc BI)

10.5 Director of Finance Section 151 Report – Executive 18 February 2014 – (Doc BK) and Revised Director of Finance Section 151 Council Report Document M

## **11.0 APPENDICES**

11.1 Appendix A – Council Budget 2014-15 – 2016-17

11.2 Appendix B - Recurring 2013-14 pressures - investment proposals

11.3 Appendix C - Non -recurring investment funded from reserves

11.4 Appendix D - Saving Proposals

11.5 Appendix E – Additional Savings Proposals

11.6 Appendix F – Corporate Reserves Statement

## Appendix A

### COUNCIL CUMULATIVE BUDGET 2014-15 - 2016-17

|   | 2014-15<br>Forecast<br>£'000 | 2015-16<br>Forecast<br>£'000 | 2016-17<br>Forecast<br>£'000 |
|---|------------------------------|------------------------------|------------------------------|
| <b>NET EXPENDITURE</b>  |                              |                              |                              |
| 2013-14 Base Budget   | 453,401.6                    | 453,401.6                    | 453,401.6                    |
| Reversal of one off priority expenditure                            | -11,175.5                    | -11,175.5                    | -11,175.5                    |
| <b>Sub total</b>  | <b>442,226.1</b>             | <b>442,226.1</b>             | <b>442,226.1</b>             |
| <b>CHANGES IN SPECIFIC GOVERNMENT GRANTS</b>                        | -6,543.0                     | -3,237.0                     | -4,077.0                     |
| <b>INDEXATION</b>   | 4,878.0                      | 10,354.9                     | 18,798.4                     |
| <b>Base Net Expenditure Requirement</b>                             | <b>440,561.1</b>             | <b>449,344.0</b>             | <b>456,947.5</b>             |
| Demographic pressures in Adult Services                             | 1,139.0                      | 2,139.0                      | 3,139.0                      |
| Recurring 2013-14 pressures ( Appendix B)                           | 7,200.0                      | 7,200.0                      | 7,200.0                      |
| West Yorkshire Integrated Transport Fund                            | 313.0                        | 1,900.0                      | 3,100.0                      |
| Non recurring investment ( Appendix C)                              | 2,544.0                      | 476.0                        | 476.0                        |
| Net impact of Better Care Funding                                   | 0.0                          | -15,000.0                    | -15,000.0                    |
| Service savings and non service savings (Appendix D & E)            | -28,605.0                    | -54,166.0                    | -87,164.0                    |
| Capital financing implications of rephasing Capital Investment Plan | -2,600.0                     | -280.0                       | 3,200                        |
| <b>Net Expenditure Requirement</b>                                  | <b>420,552.1</b>             | <b>391,613.0</b>             | <b>371,898.5</b>             |
| <b>RESOURCES</b>  |                              |                              |                              |
| Localised Business Rates  | -65,444.0                    | -66,779.4                    | -71,341.4                    |
| Top Up Grant  | -55,508.0                    | -57,040.0                    | -58,614.0                    |
| Rate Support Grant  | -149,374.0                   | -105,711.0                   | -84,306.0                    |
|   | <b>-270,326.0</b>            | <b>-229,530.4</b>            | <b>-214,261.4</b>            |
| Use of Corporate Reserves (Appendix F)                              | -668.4                       | -14,992.6                    | -7,608.3                     |
| Use of Reserves -Earmarked  | -200.0                       | 0.0                          | 0.0                          |
| Use of Schools Reserves – to fund Children's services activity      | -4,000.0                     | 0.0                          | 0.0                          |
| Council Tax Income  | -144,206.7                   | -147,090.0                   | -150,028.8                   |
| Council Tax 2013-14 Surplus   | -2,351.0                     | 0.0                          | 0.0                          |
| Business Rates 2013-14 Deficit                                      | 1,200.0                      | 0.0                          | 0.0                          |
| <b>Total resources</b>  | <b>-420,552.1</b>            | <b>-391,613.0</b>            | <b>-371,898.5</b>            |
| <b>Budget shortfall</b>   | <b>0.0</b>                   | <b>0.0</b>                   | <b>0.0</b>                   |
| <b>Memorandum</b>   |                              |                              |                              |
| Council Tax base  | 127,170                      | 127,670                      | 128,170                      |
| Council Tax Band D (1.6% increase)                                  | 1,133.97                     | 1,152.11                     | 1,170.55                     |

**Appendix B**  
**Recurring 2013-14 pressures - investment proposals**  
*(2015-16 impact is shown on an incremental basis)*

| Ref.   | Investment Proposal   | Description of Option  | 2014-15 Impact<br>£'000 | 2015-16 Impact<br>£'000 |
|--------|---|--|-------------------------|-------------------------|
|        | <b>Adult and Community Services</b>   |  |                         |                         |
| ARP1.1 | Home Support  | To address both increase in prices and volume of service users | 2,900                   | 0                       |
| ARP1.2 | Residential and Nursing Fees  | To address both increase in prices and volume of service users | 1,900                   | 0                       |
|        | <i>In recognition of the action that will need to be taken by Adult and Community Services to reduce the cost of social care in the future, in 2014-15 25% (50% in 2015-16) of the recurrent pressure will be held centrally.</i> |  |                         |                         |
|        | <b>Total Adult and Community Services</b>   |  | <b>4,800</b>            | <b>0</b>                |
|        | <b>Regeneration and Culture</b>   |  |                         |                         |
| RRP1.1 | Estates Management  | Resetting of budgeted rental stream for property portfolio     | 1,200                   | 0                       |
| RRP1.2 | School Catering   | Reduction in market share                                      | 600                     | 0                       |
| RRP1.3 | Industrial Services Group   | Trading pressure   | 100                     | 0                       |
|        | <b>Total Regeneration and Culture</b>   |  | <b>1,900</b>            | <b>0</b>                |
|        | <b>Environment and Sport</b>  |  |                         |                         |
| ERP1.1 | Trade Waste   | Shortfall in income  | 300                     | 0                       |
| ERP1.2 | Sports facilities   | Shortfall in income  | 200                     | 0                       |
|        | <b>Total Environment and Sport</b>  |  | <b>500</b>              | <b>0</b>                |
|        | <b>TOTAL</b>  |  | <b>7,200</b>            | <b>0</b>                |

**In addition to the above, Children's Service proposals (Appendix D) provide for additional ongoing investment of £500,000 in the Bradford Achievement Service (C32) and £120,000 in Leaving Care Services (C33).**

## Appendix C

### Non-recurring investment

(2015-16 impact is shown on an incremental basis)

| Ref.   | Investment Proposal                           | Description of Option   | 2014-15 impact<br>£'000 | 2015-16 impact<br>£'000 |
|--------|---|---|-------------------------|-------------------------|
|        | <b>Children's Services</b>                    |   |                         |                         |
| CNR1.1 | Youth Services                                | To undertake an independent review of all youth provision across the District | 50                      | -50                     |
|        | <b>Environment and Sport</b>                  |   |                         |                         |
| ENR1.1 | Environmental and Regulatory Services         | Horse Impounding Operation  | 75                      | -75                     |
| ENR1.2 | Neighbourhoods Engagement, Safer and Stronger | Support for Community Safety activity   | 55                      | 0                       |
|        | <b>Total Environment and Sport</b>            |   | <b>130</b>              | <b>-75</b>              |
|        | <b>Regeneration and Culture</b>               |   |                         |                         |
| RNR1.1 | Economic Development Services                 | Super connected Broadband revenue costs                                       | 141                     | 0                       |
| RNR1.2 | Economic Development Services                 | City Park Events  | 250                     | 0                       |
| RNR1.3 | Climate, Housing, Employment and Skills       | Continue to develop Routes to Work programme                                  | 1,400                   | -1,400                  |
| RNR1.4 | Transportation, Planning and Highways         | Complete local Development Framework  | 360                     | -360                    |
| RNR1.7 | Transportation, Planning and Highways         | Extension of free City Bus  | 104                     | -104                    |
| RNR1.5 | Culture                                       | Bradford One Gallery lease  | 30                      | 0                       |
| RNR1.6 | Culture                                       | Develop commercial management function within Culture                         | 60                      | -60                     |
| RNR1.7 | Culture                                       | Welcome to Yorkshire Subscription   | 19                      | -19                     |
|        | <b>Total Regeneration and Culture</b>         |   | <b>2,364</b>            | <b>-1,943</b>           |
|        | <b>TOTAL</b>                                  |   | <b>2,544</b>            | <b>-2,068</b>           |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF                                  | Service Area or function                                    | Proposal for Change   | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|--------------------------------------|---|---|----------------------------|----------------------------|
| <b>Adults and Community services</b> |   |   |                            |                            |
| A1                                   | Access Service  | Reduce staffing budget in the Access Service by using NHS funds to recruit extra staff and changing the balance of professionally registered social workers to increase numbers of vocationally qualified social care workers   | 78                         | 0                          |
| A2                                   | Assessment & Support Mental Health                          | Review processes and service configuration to deliver a 10% saving by deleting unfilled posts.  | 240                        | 0                          |
| A3                                   | Assessment & Support Older People and Learning Disabilities | Current service improvement programme is under way. Its completion will deliver a 10% saving through increased efficiency, redesign of processes and alignment with related health services. The balance of professionally registered social workers to vocationally qualified social care workers will change to increase the latter.  | 287                        | 287                        |
| A4                                   | Carers  | Current service levels are retained but a 10% efficiency to be achieved through a re-tender of the carer's contracts.   | 87                         | 0                          |
| A5                                   | Day Care  | The Council will withdraw completely from the direct provision of older people's social day care. All Local Authority Social Day Care centres will over the next 3 years be closed and reduced levels of re-provision will be bought through the independent or voluntary sector. The Council will also explore opportunities to work in partnership with NHS to support people with complex needs. | 287                        | 617                        |
| A6                                   | Domiciliary Care  | The main focus of the Council's in-house Domiciliary Care Services will continue to be on short-term enablement services. It is proposed that the Council continues to provide long term care through the independent sector. It is also proposed that a bigger contribution to re-ablement services is required from the NHS and a £1.5 million additional contribution is being sought.           | 1,043                      | 543                        |
| A7                                   | Equipment - Community Alarms                                | Introduce a charge for the Community Alarm Service - £3 per week is proposed  | 278                        | 266                        |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| <b>REF</b> | <b>Service Area or function</b>   | <b>Proposal for Change</b>  | <b>2014-15<br/>£'000<br/>Impact</b> | <b>2015-16<br/>£'000<br/>Impact</b> |
|------------|---|---|-------------------------------------|-------------------------------------|
| A8         | Learning Disability (LD)/Mental Health (MH)/Physical Disabilities (PD) Residential Care | To reduce the numbers of MH/LD people in residential care by supporting transition into supported living.<br>To renegotiate individual contracts across all client groups where these are relatively high cost placements.<br>To pool funds with Clinical Commissioning Groups (CCG) saving £2.7m because current costs of care for people in receipt of free after care under Section 117 of the Mental Health 1983 is met by the Council. | 750                                 | 2,115                               |
| A9         | Older People Residential Care   | In line with existing policy and subject to formal statutory consultation, decrease provision by closing a further two in-house residential homes and reduce the number of older peoples' residential placements in the independent sector through promotion of independent living.   | 285                                 | 2,455                               |
| A10        | Shared Lives/Timeout  | Efficiency gains of 10% on services that help people to stay living in the community.   | 79                                  | 0                                   |
| A11        | Supporting People   | Continue to make contractual efficiencies through procurement. Manage demand and provide access to the service only to priority groups by developing a new framework agreement with providers that ensures a new eligibility assessment to access services.   | 531                                 | 385                                 |
| A12        | Supported Accommodation -Learning Disability (LD)                                       | Achieve savings through improved productivity and staff turnover. Use of assistive technology to promote more independent living and reduce the number of support hours required.   | 264                                 | 158                                 |
| A13        | Commissioned Services   | To implement a range of reviews to identify efficiencies and to decommission the following services - Slivers of Time service, Deaf Day Services, Handypersons service, HIV/Aids Support Grant, Stroke Grant, Dementia Project, District wide advocacy and Drugs and Alcohol.   | 363                                 | 0                                   |
| A14        | Direct Payments   | Look to significantly increase the number of people with personal budgets delivering efficiencies through more local and direct purchasing. Also, audit Direct Payments made to Service Users and claw back any unused funds.   | 578                                 | 224                                 |
| A15        | Safeguarding  | Increased contributions are sought from Police and CCG partners.  | 0                                   | 95                                  |
| A16        | Interpreting Service  | Streamline the service by taking out administration costs and transfer the budget for the Interpretation and Translation to the end using Department.   | 48                                  | 0                                   |



**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF  | Service Area or function                        | Proposal for Change  | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|--|---|--|----------------------------|----------------------------|
| A17  | Community Care<br>Finance and<br>Welfare Rights | A combination of efficiencies, deleting vacant posts and negotiation of increased income from NHS.   | 112                        | 28                         |
| A18  | Nursing Care                                    | Improve efficiency of commissioning with the NHS and reduce demand for nursing care by supporting people in their own homes where possible.  | 596                        | 448                        |
| A19  | Voluntary and<br>Community<br>Sector (VCS)      | There are a number of services funded by Adults that meet health outcomes and funding is to be obtained from Public Health Grant.  | 650                        | 0                          |
| A20  | Asylum and<br>Immigration                       | To reduce expenditure in line with reducing numbers of children requiring support.   | 267                        | 0                          |
| A21  | Community<br>Funding<br>budgets.                | 25% reduction in Council funding for infrastructure support in Voluntary Sector organisations.<br>10% reduction in community funding budgets excluding Domestic Violence, Advice Services and Community Centre core costs. | 0                          | 300                        |
| <b>Total Adults and Community Services</b> |   |  | <b>6,823</b>               | <b>7,921</b>               |

| <b>Children's services</b> |  |   |     |       |
|----------------------------|--|---|-----|-------|
| C1                         | Behaviour and<br>Attendance  | Reconfigure nature of Education Social Work Service. Increase trading of Education Social Work services to schools.   | 100 | 100   |
| C2                         | Diversity and<br>Cohesion  | Increase income generation from schools and utilisation of external grant funding   | 25  | 125   |
| C3                         | Early Childhood<br>Services:<br>Dedicated<br>Schools Grant<br>(DSG) Funded<br>Services | Reconfigure the support of Equality and Access service to childcare settings by a reduction in staffing and allocation of grant funding.  | 150 | 157   |
| C4                         | Early Childhood<br>Services:<br>Children Centres                                       | Withdraw from seven Phase 3 Children's centres. Reconfigure remaining Children's Centres in the District by reducing and consolidating the remaining service into the areas of highest need, subject to the outcome of statutory consultation.<br><br><i>A £1.2m contribution in 2014-15 from the Schools Forum has been allocated to support through ongoing dialogue the transition to a new delivery model for Children's Centres.</i> | 0   | 2,416 |
| C5                         | Early Childhood<br>Services - Early<br>Years Activities                                | Move Early Childhood Services provision from 4 locations to 2. Reconfigure and reshape the delivery of Early Childhood functions in the district, including reductions in response to new OFSTED framework and functions in relation to quality.  | 500 | 1,200 |
| C6                         | Health and Well<br>Being Team  | Increase income generation and utilise public health grant funding  | 196 | 0     |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| <b>REF</b>  | <b>Service Area or function</b>                            | <b>Proposal for Change</b>   | <b>2014-15<br/>£'000<br/>Impact</b> | <b>2015-16<br/>£'000<br/>Impact</b> |
|---|--|--|-------------------------------------|-------------------------------------|
| C7  | Outdoor Learning Centres                                   | Remove Council's contribution to outdoor learning centres and implement a commercial business plan for all operations  | 40                                  | 32                                  |
| C8  | Psychological Service                                      | Develop a traded service with schools  | 0                                   | 250                                 |
| C9  | Special Educational Needs (SEN) - Learning Support Service | Remodel Management of SEN Service  | 0                                   | 140                                 |
| <b>Total Access and Inclusion Service</b>             |  |  | <b>1,011</b>                        | <b>4,420</b>                        |
| C10   | Education Buildings Team                                   | The Council's contractual arrangements with Integrated Bradford to build new schools under Building Schools for the Future (BSF) Phase1 and 2 included a 5 year ICT contract for each phase to which the Council made a financial contribution. This support will be withdrawn as schools make their own arrangements following expiry of the 5 year period. | 550                                 | 0                                   |
| C11   | 14-19 Services   | Increase traded income from schools both within district and neighbouring authorities  | 200                                 | 100                                 |
| <b>Total Deputy Director's Area</b>                   |  |  | <b>750</b>                          | <b>100</b>                          |
| C12   | Curriculum ICT   | Increasing trading activity with schools   | 25                                  | 25                                  |
| C13   | Education ICT  | Increasing trading activity with schools   | 16                                  | 0                                   |
| C14   | Necessitous Clothing                                       | Cease free school uniform grant payment. Financial assistance to be provided directly by schools and academies, from 1 April 2014, as agreed by the Schools Forum.   | 465                                 | 0                                   |
| C15   | School Organisation and Place Planning Team                | Review work provided by the service and deliver management efficiencies  | 109                                 | 0                                   |
| <b>Total Education and School Improvement Service</b> |  |  | <b>615</b>                          | <b>25</b>                           |
| C16   | Children's Specialist Services                             | Reduce the number of Looked After Children in District from 900 to 800 resulting in a saving in the care system across children's specialist services ( see C18 to C20)  |                                     |                                     |
| C18   | Children and Young People Team                             | Staffing efficiencies within children and young people team as a result of reductions in the number of Looked After Children   | 0                                   | 60                                  |
| C19   | Looked After Team  | Staffing efficiencies within looked after team as a result of reductions in the number of Looked After Children  | 0                                   | 60                                  |
| C20   | Fostering  | Reduction in fostering costs due to the reduction in the number of Looked After Children.  | 0                                   | 415                                 |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| <b>REF</b>                                   | <b>Service Area or function</b>            | <b>Proposal for Change</b>  | <b>2014-15<br/>£'000<br/>Impact</b> | <b>2015-16<br/>£'000<br/>Impact</b> |
|--|--|---|-------------------------------------|-------------------------------------|
| C21  | Residential Homes                          | Closure of one residential children's home as a consequence of a reduction in demand for places for Looked After Children through better care planning.   | 0                                   | 350                                 |
| C22  | Family Centres                             | Legislative changes to the maximum length of family justice cases halve the time the Council has to offer contact for children and families and accelerates court proceedings – this reduces the amount of staff resource required in its statutory contact service.  | 100                                 | 100                                 |
| C23  | Disabled Children                          | Staffing efficiencies within the service  | 0                                   | 50                                  |
| C24  | Purchased Placements                       | Improve the efficiency of commissioning by reducing purchased placements in children's homes and increasing monitoring of external placement provision.   | 500                                 | 0                                   |
| C25  | Prevention and Support Services            | Make better use of Public Health grant and reconfigure Children's mental health services to better meet needs in the community.   | 490                                 | 0                                   |
| C26  | Residential Homes                          | Review terms and conditions of waking night staff in residential units  | 0                                   | 125                                 |
| C27  | Youth Service                              | Youth Services delivery to be reduced within the District. The reduced service will be delivered through two locations in Keighley and Bradford. Each parliamentary constituency will have two youth workers to deliver priority work. A central commissioner will also assist Area Committees in delivering local priorities.<br><br><i>In response to the consultation the proposed £3.2m cut to Youth Service has been reduced by £1.75m to £1.45m over the next two years. This will allow the Council to deliver significantly more Youth Services than originally proposed.</i> | 800                                 | 650                                 |
| <b>Total Specialist Services</b>             |  |   | <b>1,890</b>                        | <b>1,810</b>                        |
| C28  | Home to School Transport                   | Home to school transport savings (see C29 to C31 for detail)  |                                     |                                     |
| C29  |  | Changes to transport provision agreed by Council's Executive Committee in April 2013  | 435                                 | 548                                 |
| C30  |  | Retendering of transport contract   | 360                                 |                                     |
| C31  |  | Removal of discretionary transport entitlement to travel to Faith Schools   | 0                                   | 220                                 |
| <b>Total Cross Cutting Transport Savings</b> |  |   | <b>795</b>                          | <b>768</b>                          |
| C32  | Investment in Bradford Achievement Service |   | -500                                |                                     |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF | Service Area or function                  | Proposal for Change  | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|-----|---|--|----------------------------|----------------------------|
| C33 | Investment in Leaving Care Services       |  | -120                       |                            |
|     | <b>Total Children Services Investment</b> |  | <b>-620</b>                | <b>0</b>                   |
| C34 | Children Services Underspends 2013-14     | Children's Services are forecasting to underspend by £1.5m which is available to support the service in the 2014-15 financial year. The underspend has been generated through vacancy control, income generation and through service efficiency. | 1,500                      | -950                       |

|  |                                |              |              |
|--|--------------------------------|--------------|--------------|
|  | <b>Total Children Services</b> | <b>5,941</b> | <b>6,173</b> |
|--|--------------------------------|--------------|--------------|

| <b>Regeneration and Culture</b> |                             |   |     |     |
|---------------------------------|-----------------------------|---|-----|-----|
| R1                              | Senior Management & Support | Reduce operational and technical budgets available to address in year issues across Regeneration  | 50  | 0   |
| R2                              | Libraries                   | Cease Mobile Library Service. Continue with the progress we have made on the co-location of library services so that at the end of Year 1 we will have co-located 6 libraries with other services. In year 2 it is proposed that we seek to transfer 4 libraries to community management.<br><br><i>The original saving proposal has been reduced by £40,000 in order to continue to provide a home delivery service, at a reduced level.</i> | 330 | 155 |
| R3                              | Museums                     | Continue the current plan to consolidate services from the current 7 sites to 5 museum sites including development of one community managed museum at Manor House, Ilkley   | 30  | 20  |
| R4                              | Theatres                    | Trading efficiencies - Additional Income from improved programming and theatre sales  | 10  | 9   |
| R5                              | Markets                     | Trading efficiencies to increase surpluses through additional income and/or reduced expenditure. Ministry of Food Project to continue with support from redirection of funds  | 129 | 35  |
| R6                              | Tourism                     | Efficiency savings including increased retail income and paid services  | 15  | 0   |
| R7                              | Festivals & Support         | Reduction in the number of festivals receiving council funding as part of a 3 year programme to withdraw from festival support. The actual number of events affected will be dependent upon a new commissioning model for council investment and also the potential to leverage funding from other sources.   | 0   | 24  |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| <b>REF</b> | <b>Service Area or function</b>           | <b>Proposal for Change</b>   | <b>2014-15<br/>£'000<br/>Impact</b> | <b>2015-16<br/>£'000<br/>Impact</b> |
|------------|---|--|-------------------------------------|-------------------------------------|
| R8         | Economic Delivery & Economic Programmes   | Merging and reduction of delivery teams to focus on delivery of the city centre and key projects across Airedale and the wider District. Cease providing accountable body support to third parties.  | 0                                   | 80                                  |
| R9         | Master plans & Town Centres               | Develop Business Improvement Districts as an alternative delivery model. Reduce staffing support for Airedale Masterplan. Manningham Masterplan will be managed out of the Neighbourhoods service to better streamline its objectives with locally determined desired outcomes | 20                                  | 28                                  |
| R10        | Business Enterprise and Inward Investment | In year 2: To reduce inward investment activity. Reduction in match funding for business support.  | 0                                   | 109                                 |
| R11        | Bradford City Centre                      | The City Centre team to concentrate on operational activity with development activity being addressed solely through economic delivery and programmes – see (R8)   | 49                                  | 50                                  |
| R12        | Admin Buildings & Office Services         | Additional changes to the current property programme, reducing costs and achieving energy efficiencies through continued reduction and more efficient servicing of offices and work places   | 300                                 | 100                                 |
| R13        | Building & Technical Services             | Reduce revenue expenditure on maintenance of buildings and capitalise improvements   | 200                                 | 200                                 |
| R14        | Housing Operations                        | Use Public Health grant to help meet increasing demand for home adaptations  | 35                                  | 0                                   |
| R15        | Homelessness Service                      | Use Public Health Grant to support the increasing demand placed on the Service.  | 133                                 | 0                                   |
| R16        | Employment & Skills (Commissioning)       | Use Public Health grant to sponsor twelve month employment contracts for local people.   | 65                                  | 0                                   |
| R17        | Employment & Skills (Delivery)            | Continue current reform plan to rationalise delivery. Maintaining service delivery and contracts but from a reduced number of council sites. There will be no detrimental impact on service delivery   | 180                                 | 0                                   |
| R18        | Corporate Utility costs                   | Deliver energy savings through more efficient procurement and through continued reduction in energy usage  | 211                                 | 497                                 |
| R19        | Corporate                                 | Utility savings from closure of inefficient buildings as council services are reshaped   | 0                                   | 200                                 |
| R20        | Environmental Sustainability              | Make use of Public Health grant to support fuel poverty work   | 120                                 | 0                                   |
| R21        | Planning &                                | Reduce work on non-statutory strategies and  | 65                                  | 185                                 |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF | Service Area or function                                 | Proposal for Change   | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|-----|--|---|----------------------------|----------------------------|
|     | Transportation Strategy                                  | supplementary plans, potentially impacting on quality of development and future plan preparation  |                            |                            |
| R22 | Building Control Service                                 | Efficiency savings through revised delivery processes, with possibility of forming a West Yorkshire Building Control Shared Service.  | 115                        | 45                         |
| R23 | Development Management & Land Drainage Service           | Rationalise and reduce service and grow income through new arrangements being approved by government in relation to sustainable drainage service funding  | 78                         | 100                        |
| R24 | Countryside and Rights of Way                            | Reduction in service to meet statutory obligations, reducing countryside management and enforcement of rights of way  | 0                          | 79                         |
| R25 | Highways Asset Management including Highways Streetscene | Reform services following on from highways delivery review. Reduce lighting costs and energy consumption through reduced and/or varied street lighting levels across the district's modern lighting stock. Securing a reduced highways insurance premium due to application of new legislation.                                       | 0                          | 471                        |
| R26 | Transportation Development Group                         | Continuation of Highway Review to extend process improvements in highways and street lighting. Introduce Bradford/Calderdale/Kirklees joint permit scheme to improve control over work undertaken by utility providers on the Districts highways. Road safety service maintained with support from redirection of Public Health grant | 355                        | 345                        |
| R27 | Capital Team   | Proposals to form a single capital team generating staffing and other cost efficiencies.  | 100                        | 100                        |

|  |                                       |  |              |              |
|--|---------------------------------------|--|--------------|--------------|
|  | <b>Total Regeneration and Culture</b> |  | <b>2,590</b> | <b>2,832</b> |
|--|---------------------------------------|--|--------------|--------------|

| <b>Environment and Sport</b> |   |   |              |          |
|------------------------------|---|---|--------------|----------|
| E1                           | Environmental health                      | Align public health funding with outcomes supported and delivered via Environmental Health Services. This will maintain a viable Environmental Health function which is able to meet statutory responsibilities around health protection and food safety. | 1,037        | 0        |
| E2                           | Emergency planning                        | Combine the Council's emergency planning function with the emergency planning function of Public Health. Ensures efficiencies, resilience and a service able to meet the statutory responsibilities of emergency planning.                                | 190          | 0        |
|                              | <b>Total Environment &amp; Regulatory</b> |   | <b>1,227</b> | <b>0</b> |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| <b>REF</b>                  | <b>Service Area or function</b>   | <b>Proposal for Change</b>  | <b>2014-15<br/>£'000<br/>Impact</b> | <b>2015-16<br/>£'000<br/>Impact</b> |
|-----------------------------|---|---|-------------------------------------|-------------------------------------|
| E3                          | Recycling / Waste Collection / Waste Disposal   | Continue weekly collection of residual waste and progress improvements to kerbside recycling - increasing recycling collection frequency to two-weekly and expanding materials collected to include plastics - and garden waste collections. Cease collection of waste left at the side of bins and require that bins are closed at the point of collection to drive up kerbside recycling, limit residual waste, improve efficiency and reduce the amount of uncontained waste in the environment and the cost of dealing with it.<br>Together these actions/policies on residual waste, recycling and garden waste collections will result in an overall reduction in the amount of waste for disposal and will deliver savings linked to the cost of disposal and treatment.<br>Income from the sale of an increasing amount of recycled material and lower costs from reduced amounts of waste going to treatment and landfill partly mitigates the higher cost of the service (extra recycling collection rounds) in 2014-15 and produces a net saving from 2015-16 onwards. | -213                                | 914                                 |
| E4                          | Waste Disposal - Household Waste sites  | <i>Following consultation the proposal to reduce opening hours and close all sites two days per week has been withdrawn</i>   | 0                                   | 0                                   |
| E5                          | Government grant for retaining weekly collections of household waste in the district. | The balance of grant funding for extra recycling is available to support the service for 2014-15  | 508                                 | -508                                |
| <b>Total Waste Services</b> |   |   | <b>295</b>                          | <b>406</b>                          |
| E6                          | Street Cleaning   | Full year effect of the revised shift working patterns implemented in 2013-14.  | 210                                 | 0                                   |
| E7                          | Street Cleaning   | Reduce staffing on mechanical sweeping to align with machine availability   | 50                                  | 50                                  |
| E8                          | Street Cleaning   | Reduce the resources of the Ward Clean Teams by reducing working hours to a standard 37 hour week.  | 0                                   | 190                                 |
| E9                          | Street Cleaning   | To close all the public toilets except City/Tourist centres. Retained public toilets would be City Park and City Hall, Bradford, Brook Street, Ilkley, Bronte Parsonage, Haworth, and Saltaire. Facilitate public access to toilets in public/civic buildings.<br><i>Following the consultation the proposals to close public toilets at Haworth Central Park, Baildon and Ilkley Riverside have been withdrawn.</i>  | 0                                   | 185                                 |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| <b>REF</b>   | <b>Service Area or function</b>                        | <b>Proposal for Change</b>  | <b>2014-15<br/>£'000<br/>Impact</b> | <b>2015-16<br/>£'000<br/>Impact</b> |
|--|--|---|-------------------------------------|-------------------------------------|
| E10  | Customer Services                                      | Review Customer Service provision across the Council including the Revenues and Benefits department and Children's and Adults departments, who also provide advice services. A rationalisation of service provision and staffing structures is proposed.  | 0                                   | 540                                 |
| E11  | Neighbourhoods Engagement, Safer, Stronger             | Reduction in number of ward officers.   | 100                                 | 100                                 |
| E12  | Neighbourhoods Engagement, Safer, Stronger             | Subject to negotiation and agreement with West Yorkshire authorities, reduce cost of Police Community Support Officer contract. (See also Appendix E E18)   | 275                                 | 0                                   |
| E13  | Area Action  | The proposal is to end the Area Action Plan funding which is available to Area Committees for local projects and schemes..  | 0                                   | 300                                 |
| E14  | Warden Services  | Reductions in number of community wardens.  | 200                                 | 200                                 |
| <b>Total Neighbourhood &amp; Customer Services</b> |  |   | <b>835</b>                          | <b>1,565</b>                        |
| E15  | Sports Facilities and sports and swimming development. | Re-focus sports services work to areas that will bring more customers to use the Council's sports facilities and increase income by reviewing the sessions offered to maximise customer uptake.<br><br>To consider alternative delivery models for sports development work, sports hall, dual use sites, diving/ swimming coaching and outdoor activities.  | 118                                 | 235                                 |
| E16  | Parks and Woodlands                                    | Review the workforce to reflect seasonal variations, which will reduce the core level of staff for the winter period and increase the workforce with seasonal staff to support the level of grass cutting and other soft landscape works in the spring/summer months.<br><br>Engage and support clubs and community organisations to develop more sustainable self help models for future delivery of service linked to the maintenance of facilities dedicated to clubs. | 75                                  | 90                                  |
| <b>Total Sports &amp; Leisure</b>                  |  |   | <b>193</b>                          | <b>325</b>                          |
| <b>Total Environment &amp; Sport</b>               |  |   | <b>2,550</b>                        | <b>2,296</b>                        |



**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF | Service Area or function                   | Proposal for Change  | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|-----|--|--|----------------------------|----------------------------|
|     | <b>Finance</b>                             |  |                            |                            |
| F1  | Financial Services                         | Reduction in size of the Finance function by staffing efficiencies. The coverage of the service will remain similar but resources will be deployed to the highest value / risk areas.  | 328                        | 288                        |
|     | <b>Total Financial Services</b>            |  | <b>328</b>                 | <b>288</b>                 |
| F2  | Revenue & Benefits                         | Introduce crisis payments on a loan basis to partially replace the existing grant system. This will recycle funding and allow for assistance to vulnerable residents living in supported accommodation to be included.<br>Reduce demand for crisis awards and community care grants.<br>Remove Council contribution to the discretionary housing payment fund. | 225                        | 125                        |
|     | <b>Total Revenue &amp; Benefits</b>        |  | <b>225</b>                 | <b>125</b>                 |
| F3  | Commissioning and Procurement              | Reduction in size of the Commissioning & Procurement function by staffing efficiencies. The coverage of the service will remain similar but resources will be deployed to the highest value / risk areas.  | 41                         | 183                        |
| F4  | Commissioning - Adults                     | In Adult Services where the commissioning team operate make staffing efficiencies.   | 150                        | 0                          |
| F5  | Commissioning - Children's                 | In Children's Services where the commissioning team operate make staffing efficiencies.  | 26                         | 26                         |
|     | <b>Total Commissioning and Procurement</b> |  | <b>217</b>                 | <b>209</b>                 |

|  |                      |  |            |            |
|--|----------------------|--|------------|------------|
|  | <b>Total Finance</b> |  | <b>770</b> | <b>622</b> |
|--|----------------------|--|------------|------------|

|    |   |   |            |            |
|----|---|---|------------|------------|
|    | <b>Chief Executive</b>                        |   |            |            |
| X1 | Chief Executive's Office                      | Efficiencies across the Chief Executive's Office, including staffing efficiencies in the three Political Group Offices.             | 86         | 58         |
| X2 | Strategic Support - Policy Programme & Change | Re-design a prioritised corporate service focused on the delivery of corporate and strategic priorities and support to Departments. | 337        | 525        |
| X3 | Public Affairs & Communications               | Reduce corporate printing and marketing costs.<br>Stop producing Community Pride.   | 375        | 61         |
|    | <b>Total Chief Executive</b>                  |   | <b>798</b> | <b>644</b> |

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF                          | Service Area or function                | Proposal for Change                                | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|------------------------------|---|--|----------------------------|----------------------------|
| <b>Human Resources</b>       |   |  |                            |                            |
| H1                           | Human Resources & Transactional Support | Streamlining of service and staffing efficiencies. | 400                        | 800                        |
| <b>Total Human Resources</b> |   |  | <b>400</b>                 | <b>800</b>                 |

| <b>City Solicitor</b> |                             |  |    |     |
|-----------------------|-----------------------------|--|----|-----|
| L1                    | Legal & Democratic Services | Staffing efficiencies  | 40 | 0   |
| L2                    | Registry Office             | Staffing efficiencies  | 0  | 140 |
| L3                    | Elections Office            | Staffing efficiencies  | 0  | 60  |
| L4                    | Committee Secretariat       | Staffing efficiencies<br><i>The original saving in 2015-16 has been reduced by £30,000</i> | 0  | 70  |
| L5                    | Members' Support            | Merge Members' Support with Committee Secretariat  | 0  | 50  |
| L6                    | Civic Affairs               | Reduce the function of the Civic Office  | 54 | 0   |

|                             |  |  |           |            |
|-----------------------------|--|--|-----------|------------|
| <b>Total City Solicitor</b> |  |  | <b>94</b> | <b>320</b> |
|-----------------------------|--|--|-----------|------------|

| <b>Cross-cutting</b> |                                |  |       |       |
|----------------------|--------------------------------|--|-------|-------|
| Z1                   | Capital financing costs        | Reduce the current capital investment plan by £20m and then undertake a period of consolidation so that no new capital investment activity is undertaken unless it is<br>- fully funded;<br>- invest to save with a short payback period.          | 2,600 | 2,600 |
| Z2                   | Senior Management Arrangements | Further realignment and streamlining of management arrangements to improve efficiencies.   | 150   | 150   |
| Z3                   | Transport Review               | To undertake a comprehensive review of the transport provision provided to Children's Services and Adult & Community Services. This will be through a combination of efficiencies and revised eligibility criteria for the provision of transport. | 0     | 700   |

|                            |  |  |              |              |
|----------------------------|--|--|--------------|--------------|
| <b>Total cross cutting</b> |  |  | <b>2,750</b> | <b>3,450</b> |
|----------------------------|--|--|--------------|--------------|

**APPENDIX D – SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF | Service Area or function | Proposal for Change   | 2014-15<br>£'000<br>Impact | 2015-16<br>£'000<br>Impact |
|-----|--------------------------|---|----------------------------|----------------------------|
|     | <b>ICT</b>               |   |                            |                            |
| S1  | Strategic ICT            | <p>The current contract concludes in 2015. Savings from the current contract will be a result of ongoing commercial negotiations. Subject to successful conclusion of commercial negotiations there is a proposal to more closely integrate the Strategic ICT function and the ICT Contractors function.</p> <p>As part of the option the net cost of the Information Governance Function will be reduced, potentially through sales to other public sector bodies. After the Council contract concludes all Council wide IT functions will be consolidated with the aim of a £4m reduction by 2016-17.</p> | 1,100                      | 0                          |
|     | <b>Total ICT</b>         |   | <b>1,100</b>               | <b>0</b>                   |

|    | <b>Non-service Costs</b>       |   |              |          |
|----|--------------------------------|---|--------------|----------|
| N1 | Parish Councils                | Reduce the budget allocated for Parish Councils in their first year of operation.           | 25           | 0        |
| N2 | External Audit                 | On-going savings in external audit fees as a result of new arrangements.                    | 200          | 0        |
| N3 | Joint Committees               | 5% efficiency saving in services delivered through the West Yorkshire Joint Services model. | 96           | 0        |
| N4 | Miscellaneous                  | Saving in subscriptions to national bodies.   | 20           | 0        |
| N5 | General contingency            | Reduction in general contingency budgets.   | 2,699        | 0        |
|    | <b>Total Non-service costs</b> |   | <b>3,040</b> | <b>0</b> |

|  |                                   |  |               |               |
|--|-----------------------------------|--|---------------|---------------|
|  | <b>Total City of Bradford MDC</b> |  | <b>26,856</b> | <b>25,058</b> |
|--|-----------------------------------|--|---------------|---------------|

**APPENDIX E – ADDITIONAL SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF | Service Area or Function                    | Proposal for Change   | 2014-15 Impact<br>£'000 | 2015-16 Impact<br>£'000 |
|-----|---|---|-------------------------|-------------------------|
|     | <b>Regeneration and Culture</b>             |   |                         |                         |
| R28 | Homelessness Service                        | Reduce the homelessness budget by £50,000 through savings in accommodation costs by Incommunities and further reduction in Bed and Breakfast costs. | 50                      | 0                       |
| R29 | Buildings Maintenance                       | Further reduced maintenance undertaken on council buildings. (See R13).   | 100                     | 0                       |
| R30 | Libraries                                   | Further staffing efficiencies.  | 50                      | 0                       |
| R31 | Planning Development Services               | Reduction in staffing administration costs.   | 50                      | 0                       |
| R32 | Other                                       | Additional efficiency savings across Regeneration and Culture Services.   | 50                      | 0                       |
|     | <b>Total Regeneration and Culture</b>       |   | <b>300</b>              | <b>0</b>                |
|     | <b>Children's Services</b>                  |   |                         |                         |
| C35 | Director's Office                           | Reduction in supplies and services budget.  | 40                      | 0                       |
| C36 | Education ICT                               | Increase traded income with Schools.  | 25                      | 0                       |
| C37 | School Organisation and Place Planning Team | Reduction in supplies and services budget across the services.  | 64                      | 0                       |
| C38 | 14-19 Service                               | Efficiencies savings built into the Connexions Service contract.  | 100                     | 50                      |
| C39 | Deputy Director's Office                    | Further management efficiencies within the Deputy Director service area.  | 71                      | 0                       |
|     | <b>Total Children's Services</b>            |   | <b>300</b>              | <b>50</b>               |
|     | <b>Environment and Sport</b>                |   |                         |                         |
| E17 | Environmental Health                        | Further staffing efficiencies within Environmental Health.  | 0                       | 63                      |
| E18 | Neighbourhoods                              | Additional contribution by Police and Crime Commission to Police and Community Support Officers.  | 55                      | 0                       |
|     | <b>Total Environment and Sport</b>          |   | <b>55</b>               | <b>63</b>               |
|     | <b>Finance</b>                              |   |                         |                         |
| F6  | Financial Services                          | Further staffing efficiencies within Financial Services.  | 0                       | 40                      |
|     | <b>Total Financial Services</b>             |   | <b>0</b>                | <b>40</b>               |

**APPENDIX E – ADDITIONAL SAVINGS PROPOSALS**

*(2015-16 impact is shown on an incremental basis)*

| REF | Service Area or Function              | Proposal for Change   | 2014-15 Impact<br>£'000 | 2015-16 Impact<br>£'000 |
|-----|---------------------------------------|---|-------------------------|-------------------------|
|     | <b>Chief Executive's Office</b>       |   |                         |                         |
| X4  | Public Affairs and Communication      | Staffing efficiencies within Public Affairs and Communication.  | 29                      | 12                      |
| X5  | Strategic Support                     | Reduce business support across the Council, secure increased income to fund specific projects in 2014-15 and make further staffing efficiencies in 2015-16. | 100                     | 300                     |
|     | <b>Total Chief Executive's Office</b> |   | <b>129</b>              | <b>312</b>              |
|     | <b>Public Health</b>                  |   |                         |                         |
| P1  | Public Health                         | Additional support for Council services delivering health outcomes within Adults Services.  | <b>700</b>              | <b>0</b>                |
|     | <b>City Solicitor</b>                 |   |                         |                         |
| L7  | Members Expenses                      | Reduction in Members' expenses.   | <b>30</b>               | <b>0</b>                |
|     | <b>Non-service Costs</b>              |   |                         |                         |
| N6  | Pension Costs                         | Reduction in pension costs.   | 100                     | 0                       |
| N7  | Corporate subscriptions               | Withdraw from Local Government Yorkshire and Humberside (LGYH) with effect from 1 April 2015 and further reduce corporate subscription budget.              | 20                      | 38                      |
| N8  | Joint Services                        | Further efficiencies in West Yorkshire Joint Services – Trading Standards and Archives.   | 115                     | 0                       |
|     | <b>Total Non-service Costs</b>        |   | <b>235</b>              | <b>38</b>               |
|     | <b>Total Additional Savings</b>       |   | <b>1,749</b>            | <b>503</b>              |
|     | <b>Appendix D Savings</b>             |   | <b>26,856</b>           | <b>25,058</b>           |
|     | <b>Total Savings</b>                  |   | <b>28,605</b>           | <b>25,561</b>           |

| <b>Savings provided from :</b> |                                   |               |               |
|--------------------------------|-----------------------------------|---------------|---------------|
|                                | Staffing changes                  | 6,614         | 12,881        |
|                                | Non-staff cost reductions         | 10,754        | 8,887         |
|                                | Income generation                 | 5,597         | 1,193         |
|                                | Capital financing                 | 2,600         | 2,600         |
|                                | Contingencies                     | 3,040         | 0             |
|                                | <b>Total City of Bradford MDC</b> | <b>28,605</b> | <b>25,561</b> |

## Appendix F Corporate Reserves Statement

|   |   | £'000 | £'000         |
|---|---|-------|---------------|
| <b>Corporate Reserves as at 31 December 2013</b>  |   |       | <b>17,204</b> |
| Earmarked reserves to be redesignated as Corporate Reserves available to support future budgets | Academy Refund                                    | 3,334 |               |
|   | 2010-11 Area Based Grant                          | 2,196 |               |
|   | Major Project Support                             | 1,271 |               |
|   | 2009-10 Residual Better Use of Budgets            | 1,261 |               |
|   | Local Public Service Agreement Reward Monies      | 321   |               |
|   | DEFRA Flood Plain grant                           | 30    |               |
|   | Safer and Stronger Reward monies                  | 255   |               |
|   | Historic grant income within Emergency Planning   | 11    |               |
|   | Develop Council website                           | 122   |               |
|   | Keighley One Stop                                 | 67    |               |
|   | Update Council Geographical Information System    | 64    |               |
|   | Derelict Land Grant                               | 56    |               |
|   | Children's Services historic grant income reserve | 10    |               |
|   | Mandatory Awards                                  | 12    |               |
|   | Promoting Positive Activities                     | 27    | <b>9,037</b>  |
| Forecasted addition to Corporate Reserves in 2013-14  |   |       | <b>4,000</b>  |
| <b>Estimated Balance at 31 March 2014</b>   |   |       | <b>30,241</b> |
| <b>Potential Application of Funds</b>   |   |       |               |
| To support 2014-15 Budget   |   |       | -668          |
| <b>Estimated Balance at 31 March 2015</b>   |   |       | <b>29,573</b> |
| To support 2015-16 Budget   |   |       | -14,993       |
| <b>Estimated Balance at 31 March 2016</b>   |   |       | <b>14,580</b> |
| To support 2016-17 Budget   |   |       | -7,608        |
| <b>Estimated Balance at 31 March 2017</b>   |   |       | <b>6,972</b>  |

This statement predicts the level of Corporate Reserves based on income and expenditure estimates at Appendix A.

